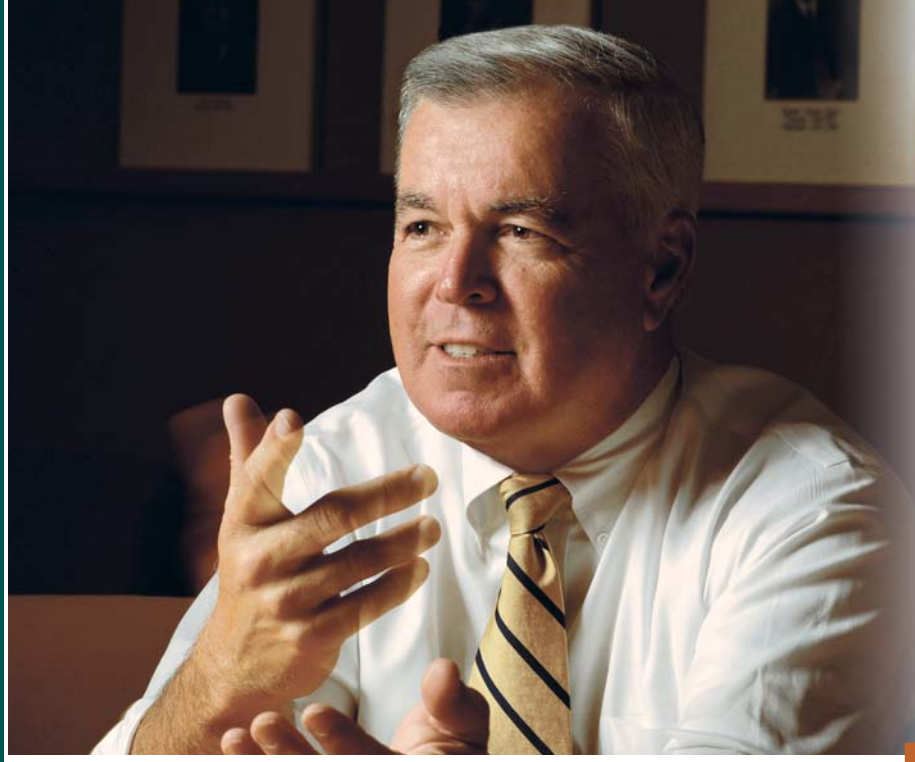




Medical Office Building – page 2



Healthcare Reform Are We Ready?

By Robert Norton, President and CEO
North Shore Medical Center

As the national debate rages on about healthcare reform, the substance of the discussion has taken a back seat to political positioning. In reality, there are enough areas of agreement in the different healthcare reform proposals that a picture of what may transpire in the future is slowly evolving. From what we see so far, NSMC is in a good position to manage the changes coming our way.

Forward Thinking Puts North Shore Medical Center in Strong Position to Embrace Healthcare Reform

Massachusetts: Ahead on Coverage, Cost Remains an Issue

Three years ago, Massachusetts set the pace for healthcare reform nationwide by boosting insurance coverage. Today, 97.4 percent of our residents are insured—the highest in the United States.

This fall, however, Massachusetts healthcare reform is all about cost. Regardless of what happens in Washington, reforms in Massachusetts will have a large impact on the business of healthcare. The Commonwealth is considering restructuring the entire healthcare reimbursement system, compensating providers and hospitals for *how well* we keep patients healthy—not just by *how much* care we provide.

Federal Reform: All About Coverage and Cost

Given the changes Massachusetts has already made, federal legislation may not have as large an impact here. But with 46 million uninsured Americans and a budget of \$759 billion for Medicare and Medicaid services, Congress has its hands full grappling with both health insurance coverage and cost.

Like Massachusetts, federal proposals include individual health insurance mandates, minimum

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Frequently Asked Questions About Flu Vaccines

How is the seasonal flu vaccine supply this year?

There are no anticipated problems with the seasonal influenza vaccine supply this year. Everyone who wants the flu vaccine should be able to receive it. NSMC is running its annual seasonal influenza vaccination program on both the Salem and Union campuses over the next few months.

What is the current information about the H1N1 vaccine?

To date, a vaccine against the H1N1 influenza has not been licensed, however one is expected to be available by mid-October. It is not clear if there will be any initial supply delays of the vaccine. The initial focus once it is available may be on pregnant women; persons who live with or provide care to infants younger than six months; healthcare and emergency medical services personnel; children and young adults six months to 24 years old; and persons between 25 and 64 years who have medical conditions that put them at higher risk for flu-related complications.

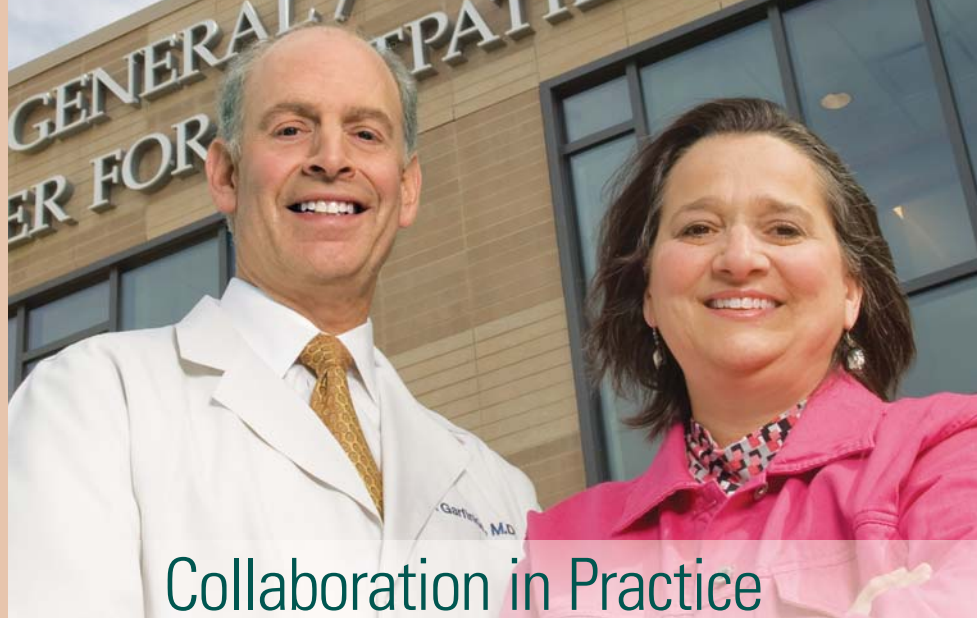
Is the 2009–2010 flu season expected to be particularly bad?

The past several years have been relatively “mild” flu seasons and at this point after the introduction of the novel H1N1 virus, the Centers for Disease Control and Prevention is concerned that this may be a severe year for flu illnesses. The severity of a year is linked to how well matched the vaccine is to the circulating viruses in that particular season. If there are new flu strains circulating during a season, there are many more people susceptible to the new flu strains and the flu vaccine may not be protective against the new strains.

Why should healthcare workers and hospital staff receive the flu vaccine?

Healthcare workers and hospital employees should receive the flu vaccine every year to prevent transmission of flu to patients, their co-workers and their families. Transmission can easily occur during the infectious period, which can be several days before symptoms start. Some individuals may have an asymptomatic case or mild respiratory illness and be able to transmit flu without knowing it.

For more information on NSMC's flu vaccination program, please contact Lisa McLoon at 978-354-2353 or lmcloon@partners.org (Salem Campus) or Janis Schmid at 781-477-3211 or jschmid@partners.org.



Collaboration in Practice

Endicott Medical Office Building Offers Unprecedented Access to Services for Patients and Physicians

For Terry Garfinkle, M.D., M.B.A., the benefits of having his group's practice—North Shore Ear, Nose and Throat Associates—located in the new Endicott Medical Office Building in Danvers are many.

Connected to the new Mass General/North Shore Center for Outpatient Care by a glassed-in atrium, the new medical office building offers both Dr. Garfinkle and his patients immediate access to a wide range of medical specialists, state-of-the-art operating rooms and advanced imaging and diagnostic technology; all in a bright and airy, modern facility.

“This model of clinical collaboration, combining the best attributes of both academic and community medicine, is unprecedented,” says Dr. Garfinkle, speaking of both the Center for Outpatient Care and the adjacent medical office building. “To be able to have my patients see specialists from both NSMC and Mass General right on site and get their diagnostic studies such as CT scans or MRI right next door is a tremendous convenience. Almost every patient we see in our new office raves about the facility and its location—they love it! And that same convenience allows us easy access to the other specialists involved in their care.”

North Shore Ear, Nose and Throat Associates was the first practice to open in the new medical office building this past June. Now, approximately three quarters of the 80,000-square-foot facility is open to patients, with the remaining practices slated to open in October.

“The Center for Outpatient Care and its adjoining medical office building represent a truly collaborative clinical environment,” says Marc Rubin, M.D., NSMC Chair of Surgery whose practice—Surgical Specialists of the North Shore—moved to the new site on September 21. “Beyond sharing the same office space and operations, all of the physicians working in the Center for Outpatient Care are credentialed by Mass General. We use the same treatment protocols and electronic medical records.”

Another important feature of the Endicott Medical Office



Otolaryngologist Terry Garfinkle, M.D., M.B.A., and his patient Linda Anderson of Saugus. Dr. Garfinkle's practice—North Shore Ear, Nose and Throat Associates—was the first to open in the new Endicott Medical Office Building.

Inside the Endicott Medical Office Building

Gastroenterology Physicians provide a full range of diagnostic exams in their offices and minimally invasive endoscopic procedures to evaluate the esophagus, intestines and bowel in the adjacent day surgery center.

Obstetrics and Gynecology Mass General obstetricians and gynecologists provide specialized care in urogynecology, reproductive medicine and maternal-fetal medicine.

Orthopaedics Specialists provide a full range of diagnostic exams and treatments for joints, bones and spine, and can perform any minimally invasive, arthroscopic surgery procedures in the adjacent day surgery center.

Otolaryngology (Ear, Nose and Throat) Physicians provide a full range of adult and pediatric consultative services and surgical procedures from ear tubes in children to biopsies of the nasal cavity and throat.

Pediatrics Specialists from MassGeneral Hospital for Children, who also hold specialty clinics at NSMC North Shore Children's Hospital, provide additional services in gastroenterology, endocrinology, orthopaedics and pediatric surgical procedures.

Primary Care These physicians are experts in adult health. They provide complete primary care, including physical examinations, routine health screenings and preventative care, and work with specialists as needed to treat more serious conditions.

Urology Physicians provide diagnostic exams in their offices and a range of minimally invasive surgical procedures in the day surgery center to diagnose and treat conditions of the bladder and prostate, problems with urination and incontinence.

Surgery The surgeons in this practice have expertise in general and specialty surgical care, including breast, colorectal and vascular procedures. In addition to providing consultations and diagnostics, the surgeons from this new cooperative practice perform procedures in the adjacent day surgery center.

Building is its location just off Route 128 in Danvers. For Dr. Garfinkle, who was previously based at Highland Hall in Salem, this has meant expanded access to his practice. "I've definitely seen growing interest from patients in the northern and western suburbs," says Dr. Garfinkle. "The sophistication and convenience of this facility is drawing patients who prefer to get their care closer to home rather than traveling in to Boston."

The exterior of the building was built by Partners HealthCare as part of the construction of the Mass General/North Shore Center for Outpatient Care. The building is owned by a corporate entity consisting of the Massachusetts General Physicians Organization, several NSMC-affiliated practices and an outside developer.

reform

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coverage standards, no denials for pre-existing conditions, health insurance exchanges and the possibility of a public plan. They also support the creation of patient-centered "medical homes" and encourage adoption of some familiar technology for greater efficiency and patient safety.

What This Means for NSMC

With 23 new primary care providers and four new locations in the last year, NSMC and North Shore Physicians Group are well positioned to adopt new patient care models built around the primary care physician. In addition, our physicians are leaders among community hospitals nationwide in the full adoption of electronic medical records and computerized order entry—technologies which can help ensure better outcomes.



Sharing outcomes data among some of the finest hospitals in the world helps NSMC and each Partners hospital adopt what works best for patients. Our experience with "pay-for-performance" contracting means we are already being reimbursed for the quality of our care—not just the quantity. Reform proposals ensure that we will see a further shift to outcomes-based reimbursement, which will require intense coordination between and among providers.

We can expect more emphasis on "care management" in both state and federal proposals. Our High-Risk Case Management Program, Under and Uninsured Access Program and coordination with community health centers puts us ahead of the game. Our Living Well with Heart Failure, Diabetes Management and comprehensive wellness programs are also consistent with healthcare reform goals of closely managing chronically-ill patients.

Finally, NSMC is a very efficient hospital, an achievement in which we can all be proud. Continuing our cost control is vitally important, as our operating efficiency—not just our growth—will drive our profitability in the future.

I have oversimplified the challenges we will face from healthcare reform, but our creativity and experience with many of the anticipated initiatives put NSMC in a strong position. We are already pioneering what's next.



Ellen Wack, Lab Supervisor, NSMC Laboratory at Danvers in the Mass General/North Shore Center for Outpatient Care

Ellen Wack loves her new lab space in the Mass General/North Shore Center for Outpatient Care. "It's five times larger than the space we came from at the Cancer Center and features all new instrumentation," she says. Having been part of the team that helped design the new space, Wack is also very pleased with the final layout. "The architects really listened to our ideas and it's exciting to see them reflected in

the new facility."

The primary role of the new lab is to service the Mass General/North Shore Cancer Center (formerly the NSMC Cancer Center), which constitutes 95 percent of their workload. But they also provide service to the operating rooms and radiology department in the Center for Outpatient Care and have expanded their offerings to include chemistry and coagulation testing; a full time pathologist is also on site.

"Being able to offer faster turnaround is really the biggest benefit of this lab," says Wack. "Tests that would typically have gone to the Salem lab can now be done in house within a couple hours. There is still specialized testing that goes to Salem, but most of the day-to-day chemistries are done on site."

Wack started her career in the Union Hospital lab in 1985, followed by 17 years as a medical technologist in the Salem Hospital lab. She assumed the position of Lab Supervisor at the NSMC Cancer Center in 2003. She and her husband are avid cyclists living in Topsfield.

Mitchell Rein, M.D., and Jennifer Costain Honored with Holyoke Award

Mitchell Rein, M.D., Senior Vice President for Medical Affairs and Chief Medical Officer, and Jennifer Costain, Vice President for Performance Improvement and Patient Safety, have been named as the 16th annual recipients of the Dr. E. Augustus Holyoke Memorial Award.

Dr. Rein and Costain were cited for their commitment to enhancing patient care quality and safety at NSMC. Data tracked by Partners HealthCare as well as information maintained by the state and federal governments show that NSMC is doing a better job caring for patients than ever before and, by many measures, ranks as a quality leader among hospitals nationwide.



Dr. Holyoke, for whom the Holyoke Award is named, was an eminent 18th century Salem physician, whose professional life had a tremendous impact on the health and well being of his community.

Domestic Violence Awareness Day Vigil of Healing and Hope

On Thursday, October 8, a special service will be held in NSMC Salem Hospital's Davenport Conference Room 102A sponsored by the NSMC Pastoral Care and Community Outreach departments. From noon to 1:00 p.m., listen to testimonies and honor survivors with ritual in an environment of comfort, healing, love and peace. Lunch will be served.

For more information, please call Julie Kautz Mills at 781-477-3689.

Achievements

Natella Cacete, R.D.M.S., recently passed the ultrasound registry in abdomen imaging offered through the American Registry of Diagnostic Medical Sonographers.

Brian W. Kozik, C.H.C., C.C.E.P., Director of Compliance and Business Integrity, was elected to the Merrimack College Board of Trustees this past August. Kozik is also the first president of the new Merrimack College Alumni Association.

Christina Luongo, R.N., and Sarah Reddy, R.N., both passed the Medical-Surgical Nurses Certification exam given by the academy of medical surgical nurses (AMSN).

Work/Life Resources

Partners Employee Assistance Program. The Employee Assistance Program (EAP) is a workplace-based consultation, short-term counseling, information and referral program for employees and their families. The EAP offers assistance with all types of personal, family or work-related concerns. For more information call 866-724-4327 or visit <http://eap.partners.org>.

Upcoming

October 3 – 5th Annual Down & Dirty Duathlon and 10K Run. Shaughnessey-Kaplan Rehabilitation Hospital's event held at the Lynn Woods in Lynn. Duathlon: 2.5 mile trail run, 5.9 mile mountain bike, 2.5 mile trail run. 10K: 6.2 miles. Registration: 8:00 a.m. Race: 9:00 a.m. Cash prizes, post-race breakfast buffet, free massages, music and more. To register, please visit active.com or skrh.org. For more information or a copy of the event flyer, please contact Karen Anderson at kanderson19@partners.org.

October 15 – Free Family Rounds Lecture. The Six Cs of Effective Parenting: For Parents of Teens and Tweens. Speaker: Marsha Finkelstein, Founder, Moving Beyond Coaching. Held Thursday from noon to 1:30 p.m. in the Lynch Conference Room at NSMC North Shore Children's Hospital. Registration is required. Visit nsmcfamilyresourcecenter.org, call 978-354-2660 or e-mail mroberts2@partners.org.

October 19 – My Life, My Health. This self-management workshop for individuals with chronic health conditions will teach how to set and meet goals, manage stress, increase energy and stamina, strengthen communication, relax and have fun. Each participant will receive a copy of the book *Living a Healthy Life with Chronic Conditions* and a relaxation CD. Mondays starting October 19, 3:30 to 6:00 p.m. at NSMC Union Hospital for six weeks. Please contact Susan H. Brown at 781-586-8568 or sbrown@glss.net for registration or more information.

NSMC Wellness Classes and Services: full list available at nsmc.partners.org. Register online or call 978-740-1022.

Has Someone Made Your Day? Let Them Know!

"Made Someone's Day?" is a simple and easy new employee recognition program to acknowledge and celebrate service excellence at NSMC. Honor your colleagues—call 781-581-4567, e-mail NSMCRognition@partners.org or submit an online recognition form found on the NSMC Connect homepage.



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THE NEWS OF NORTH SHORE MEDICAL CENTER

Do you have news or ideas to share? Let us know. Contact editor Bill Ewing at 978-354-2161 or wewing@partners.org. NSMC Now! is produced by NSMC's Department of Communications and Public Affairs.