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## Breaking the Habit

It wasn't easy, but Marcella Salvage finally kicked her 16-year smoking habit on March 3, 2008. She had tried to quit numerous times prior to this date with varying degrees of success—even reducing her daily intake to just half a pack—but was never able to quit cold turkey.

Around the time of her 30th birthday, however, Salvage got the necessary incentive she needed to stop for good. “During a check-up, my doctor told me that I may be in good health now, but based on my smoking, eating and exercise habits, I would eventually develop chronic health problems,” says Salvage, Executive Assistant to NSMC’s Chief Operating Officer. “It was just a matter of time.”

Alarmed by her future health outlook, Salvage decided to make some significant lifestyle changes.

Step one: the cigarettes had to go. So, she enrolled in NSMC’s successful Quit and Quit for Good smoking cessation program, got a prescription for Chantix—a medication that reduces the craving for cigarettes and lessens the severity of withdrawal symptoms—and set a quit date. There was no turning back. She has since started running, lost 15 pounds and feels healthier and more energized.

“Health concerns usually top the list of reasons why people quit smoking, and with good reason,” says Sandy Skinner, R.N., M.A., Administrative Director of Integrative Medicine and Wellness. “According to the American Cancer Society, about half of all smokers who continue to smoke will end up dying from a smoking-related illness.”

Health concerns are also at the root of NSMC’s new policy prohibiting the use of cigarettes and other tobacco products across all facilities, inside and out.

### New Policy Prohibiting Use of All Tobacco Products Begins November 20

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Photo above: Proud to be smoke-free: Marcella Salvage, Executive Assistant to NSMC’s Chief Operating Officer, quit smoking this past March with the help of NSMC’s successful Quit and Quit for Good smoking cessation program.



## Construction Update

### As Site Work Nears Completion, Focus Turns to Interior

Favorable building conditions throughout the spring and summer have the site work for the new Mass General/North Shore Center for Outpatient Care mostly completed and the structure weather-tight.

“Once you get to the interiors, it’s more predictable, especially when the weather turns cold again,” say Roxanne Ruppel, Interim Executive Director of the new facility.

The 120,000-square-foot outpatient facility and 80,000-square-foot medical office building will provide the latest in cardiac diagnostics, suites for outpatient and minimally invasive surgery and advanced imaging services. It will also serve as the expanded home of the new Mass General/North Shore Cancer Center, offering comprehensive medical and radiation oncology treatment.

Earlier this summer, a team from the NSMC Cancer Center went to the site to make a “mock up” of one of the 24 infusion bays for chemotherapy. Details such as how best to maximize the views of the building’s natural surroundings, the proper placement of the television and the most ergonomic



## Five Years and Counting fo

In 2003, North Shore Medical Center made history when it opened the NSMC Heart Center, a 12,000-square-foot, state-of-the-art facility located at Salem Hospital. Following years of planning and collaboration by administrators and clinicians from NSMC and Massachusetts General Hospital (MGH), patients on the North Shore would, for the first time ever, have access to comprehensive cardiac services right in their own community.

Five years later, the NSMC Heart Center is one of only three community hospitals statewide—and the only one on the North Shore—to perform interventional cardiology (including balloon angioplasty) and cardiac surgery. It is also a model for other innovative clinical collaborations between NSMC and MGH that are now benefiting North Shore patients in specialties ranging from pediatrics to cancer care.

Among the Heart Center’s many successes, which include excellent outcomes and consistently lower-than-average infection rates and intubation times for cardiac surgery patients, is its short door-to-balloon time—the interval from when a patient having a heart attack arrives in the emergency department to the inflation of a balloon catheter to open the blocked artery. Averaging 70 minutes, the Heart Center’s door-to-balloon time is far below the 90-minute national benchmark set in 2004 and nearly half the current national average of 133 minutes.

Passionate about the value of bringing world-class cardiac care to the community, both David Roberts, M.D., NSMC Chief of Cardiology, and Howard Waldman, M.D., Ph.D., Director of NSMC’s Cardiac Catheterization Lab, were instrumental in making the Heart Center a reality. Along with their two colleagues in cardiac surgery, Drs. Roberts and Waldman are on staff at both NSMC and MGH.

“Here’s why the Heart Center matters,” says Dr. Roberts. “In cardiology, time is muscle. When someone is having a heart attack, the sooner you open the blocked artery and restore blood flow, the more muscle is saved and the better the long-term outcome for the patient.”



position for controls are all being factored into the final design.

“Patients are sitting in the infusion bays for upwards of six hours, so we’re doing our utmost to make them as comfortable as possible,” says Ruppel. She notes that ample natural light will flow throughout the new 50,000-square-foot Cancer Center that will also house a café and a healing garden.

At the heart of the Department of Radiation Oncology, the linear accelerator vaults have been poured and are ready for installation of the new linear accelerator this coming winter, bringing the total to four.

*To learn more about the progress being made on the Danvers site, visit the Mass General/North Shore Center for Outpatient Care blog at [www.mgnscenterforoutpatientcare.blogspot.com](http://www.mgnscenterforoutpatientcare.blogspot.com).*



(L) Thomas Vander Salm, M.D., NSMC Chief of Cardiac Surgery, at work in the NSMC Heart Center.

"Rapid access to care makes a huge difference," adds Dr. Waldman. "When a patient with a blocked artery arrives at a typical community hospital, they are put in an ambulance for the long trip to a downtown hospital. At NSMC, we put those same patients in an elevator to our Cath Lab on the fifth floor. The time we save is critical—this is better care."

Another reason for the Heart Center to celebrate is its patient satisfaction score. Surveys show that more than 95 percent of cardiac surgery patients rate the care they receive as "good" or "very good."

MGH cardiac surgeons, Ann Toran, M.D., and Thomas Vander Salm, M.D., NSMC Chief of Cardiac Surgery,

## or NSMC Heart Center

believe this high level of satisfaction owes much to the Heart Center's pioneering one-stop model of care, in which patients receive all post-operative care and rehabilitation from the same team, and in the same room from admission to discharge. In addition, the entire care team—surgeon,

physician assistant, case manager, dietitian, respiratory therapist, pharmacist, specialized nurses and exercise physiologist—together visits each patient daily to ensure continuity of care and to reduce patients' anxiety by offering better, more consistent caregiver interaction.

"I strongly believe that increased patient confidence leads directly to better outcomes," says

Dr. Vander Salm. "Our approach encourages all members of our team as well as our patients and their families to speak up and be part of the decision-making process. By being close to home, our patients benefit from that family involvement."

"By offering our patients the same level of expertise and technology they would expect in Boston, we save more lives," says Dr. Waldman, recalling the recent case of a 44-year-old man admitted with chest pains. Thanks to quick, seamless care by Heart Center staff, the patient received a catheterization that opened his blocked artery and stopped a heart attack from happening.

"When you see this same patient the next morning, sitting up in bed and talking with his wife and kids, it really hits home," says Dr. Waldman. "That's what drives all of us at the Heart Center to continue delivering the best care possible."

Members of the Heart Center team include (L-R): Lisa Brunell, Cardiac Cath Lab Nurses Aid; Debra Pelletier, R.N., B.S.N., Nursing Director, Cardiology Services; Cheryl Winter, secretary; Judy Strasnick, R.N.; Michael Colthern, P.A.; Mark Branton, Cardiovascular Technician; Susan Brunet, R.N.



# tobacco-free

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This new policy will go into effect on November 20, 2008, coinciding with the American Cancer Society's Great American Smokeout event.



They quit and so can you! To read their stories, check out the September issue of *NSMC Now* online, located at: [nsmc.partners.org/web/press\\_room\\_publications/current\\_publications](http://nsmc.partners.org/web/press_room_publications/current_publications).

To help employees kick the smoking habit, Skinner recommends NSMC's Quit and Quit for Good smoking cessation program, which has an impressive 62 percent success rate—30 percent higher than the national average for comparable programs. Employees are fully reimbursed for the cost of the program upon completion and family members who enroll at the same time get a 20 percent discount. Employees also receive a discount on hypnotherapy, acupuncture and Reiki. Individualized sessions with a certified tobacco treatment specialist are also available.

Quit and Quit for Good is an eight-week, group-format program that is tailored to fit each participant's needs. Discussion topics include behavior modification, nicotine tapering and fading, nicotine replacement therapy, relaxation techniques, coping with stress and weight gain, starting an exercise program and preventing relapse.

For Salvage, the Quit and Quit for Good

program made all the difference. "The group format really helped because you're all going through the same thing together," she explains. "You can encourage each other and trade tips on what's working. It really helps to have the extra support."

For more information on the Quit and Quit for Good smoking cessation program, please call 978-741-4151.



**Albert Estes, Dishwasher, NSMC Union Hospital**

"Mr. Reliable." That's how Larry Berger, Assistant Director of Food and Nutrition at Union Hospital, describes dishwasher Albert Estes. "Al arrives early every day and never calls in sick," says Berger. "He's really an important part of the foundation here at Union Hospital. Without Al, Food Services just wouldn't run properly."

Estes started his career as a dishwasher at Lynn Hospital in 1968 and stayed on after it merged with Union Hospital in 1986.

In his four decades of manning the sink and scrub brush, he has seen many changes take place in his area, with people and food service vendors coming and going with the passage of time. The one constant over the years has been an unending flow of dishes, pots and pans. "It's non-stop," laughs Estes. "Every time I turn around, there are more pots and pans to be washed. I'm busier today than I've ever been."

Berger, his supervisor, concurs: "In just the past six months, I would say the amount of dishes has increased by about 20 percent." This rise, he explains, can be attributed to the new Catering to You inpatient food service program that was launched at Union Hospital earlier this summer and a host of new menu items now being offered in the cafeteria.

A life-long resident of Lynn, Estes has a number of interests outside of work, including listening to music and drawing.

**Kapfhammer Named President of North Shore Physicians Group**



Steven Kapfhammer has been hired as President of North Shore Physicians Group (NSPG). In this role, he will provide leadership to NSMC's group of more than 200 physicians, nurse practitioners and staff in 17 locations.

Kapfhammer is uniquely qualified for this role, with substantial experience in physician services, medical staff relations and hospital management in the region north of Boston. His career with Hallmark Health System, Inc., was marked by significant achievement in a range of leadership positions. This included integrating separate medical staffs, developing effective working relationships between hospitals

and physicians, managing operations and recruiting new physicians. He has most recently served as Executive Vice President of that organization.

As President of NSPG, Kapfhammer will continue its integration, building on the growing coordination among NSMC's primary care, specialty and in-hospital physicians.

**Nominate Your Colleagues for a Partners in Excellence Award**

Help us recognize your colleagues for their creativity, dedication and commitment to excellence by nominating them for a Partners in Excellence award.

Do you work with an individual or team who consistently goes "above and beyond the call of duty" in one of these areas: quality treatment and service; leadership and innovation; teamwork; operational efficiency; or outstanding community contributions.

If so, don't miss the opportunity to nominate them for the 2008 Partners in Excellence Award! To submit an online nomination, visit [http://pulse.partners.org/about/pie\\_about.htm](http://pulse.partners.org/about/pie_about.htm). For paper nomination forms, see your manager/supervisor or HR generalist, or call 617-724-9743.

For questions, send an e-mail to [partnersinexcellence@partners.org](mailto:partnersinexcellence@partners.org) or call the Partners in Excellence information line at 617-724-9743.

Remember, the deadline for submitting online and paper nomination forms is September 19, 2008.

**Achievements**

**Wheaton Bash, Au.D.**, of the NSMC North Shore Children's Hospital Audiology Department, received her Doctor of Audiology degree from the University of Florida this past August.

**Announcements**

**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**

**September 5 – My Life, My Health Workshop.** Six-week workshop for adults living with persistent health conditions. Caregivers welcome. Held from 1:30–4:00 p.m. in the South A Conference Room at NSMC Union Hospital. \$25. Call Susan H. Brown at 781-586-8568 for more information or to register.


**September 8 – Quit and Quit for Good Smoking Cessation Program.** On November 20, 2008—coinciding with the Great American Smokeout—NSMC is going tobacco-free, inside and out. For those who smoke, we are here to help you every step of the way. We encourage all smokers in the NSMC community to join the successful Quit and Quit for Good program. Employees receive a 100 percent reimbursement. \$140. Call 978-741-4151 for more information.

**September 18 – Free Family Rounds Lecture: Effective Communication Workshop.** For parents and professionals. Speaker: Federation for Children with Special Needs. 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](http://nsmcfamilyresourcecenter.org), call 978-354-2660 or e-mail [mroberts2@partners.org](mailto:mroberts2@partners.org).

**September 22 – Annual NSMC Golf Tournament.** Join fellow medical staff, employees and administrators for a collegial day of golf at the Ipswich Country Club. Check-in begins at 10:00 a.m.; shotgun start at 12:30 p.m. The event will be subsidized by the Medical Center and the Medical Staff with player cost at \$135 for employees; \$235 for physicians. For more information, please contact Tracey Chalifour in the Development Office at 978-825-6129 or via e-mail.

**September 23 – A Conversation with John and Elizabeth Edwards.** NSMC is a presenting sponsor of this event. Held Tuesday at 8:00 p.m. in the Salem State College O'Keefe Sports Center. For ticket information, call 978-542-7555 or visit [www.salemstate.edu/series](http://www.salemstate.edu/series).

**November 20, 2008**  
**NSMC Goes Tobacco-Free**



Need Help Quitting? Call 978-741-4151  
 to Learn About NSMC's Successful  
 Smoking Cessation Program

**nsmc Now!**  
 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](mailto:wewing@partners.org). NSMC Now! is produced by NSMC's Department of Communications and Public Affairs.*



NORTH SHORE MEDICAL CENTER

NSMC SALEM HOSPITAL • NSMC UNION HOSPITAL • NSMC NORTH SHORE CHILDREN'S HOSPITAL  
 NSMC CANCER CENTER • NSMC HEART CENTER • NSMC WOMEN'S CENTER • NORTH SHORE PHYSICIANS GROUP





**NEUROLOGY**

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**In Practice With**

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**Clinical Background**

Medical School: Baylor College of Medicine, 2003  
Residency: Beth Israel Deaconess Medical Center, 2007  
Fellowship: Beth Israel Deaconess Medical Center, 2008  
Board Certification: Neurology, Adult, 2008

**Special Interests:** Neuromuscular Diseases, EMGs

**OBSTETRICS AND GYNECOLOGY**

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**In Practice With**

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**Clinical Background**

Medical School: Meharry Medical College, 2004  
Residency: University of Maryland Medical Systems, 2008  
Board Eligible: Obstetrics and Gynecology

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**Clinical Background**

Medical School: Riga Medical Institute, 1986  
Residencies: University of California School of Medicine, Davis, 1997; Karl Menninger School of Psychiatry, 1999

Fellowship: Harvard Medical School, 2007

Board Certification: Psychiatry, 2000

**Languages:** Russian (fluent)

**GENERAL SURGERY**

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**In Practice With**

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**Clinical Background**

Medical School: University of Connecticut School of Medicine, 1997  
Residencies: Baystate Medical Center—Springfield, 2004; University of North Carolina, 2005  
Fellowship: Albany Medical Center Hospital, 2008  
Board Certification: General Surgery, 2005

**Special Interests:** Weight Loss (Bariatric) Surgery, Laparoscopic Weight Loss Surgery, Hernia Surgery (Laparoscopic and Open), Gallbladder (Laparoscopic), Colon (Laparoscopic)

**RADIATION ONCOLOGY**

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**Clinical Background**

Medical School: University of Pennsylvania School of Medicine, 2003  
Residency: University of Michigan Medical Center, 2008  
Board Eligible: Radiation Oncology

**OTOLARYNGOLOGY**

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**In Practice With**

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**Clinical Background**

Medical School: University of Southern California Keck School of Medicine, 2003  
Residency: University of Connecticut School of Medicine, Otolaryngology  
Board Eligible: Otolaryngology

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**In Practice With**

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**Clinical Background**

Medical School: Dankook University College of Medicine, 1996  
Residencies: Dankook University College of Medicine, 2001; Carilion Medical Center, 2008; Veteran's Administration Medical Center, 2008  
Board Eligible: Internal Medicine  
**Languages:** Korean

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Residency: North Shore Medical Center, 2008  
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**Clinical Background**

Medical School: Pt. Bhagwat Dayal Sharma Medical School, India, 2003  
Residencies: Pt. Bhagwat Dayal Sharma Medical School, India, 2003; Brookdale Hospital Medical Center, 2008  
Board Eligible: Internal Medicine  
**Languages:** Hindi

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**Clinical Background**

Medical School: State University of New York at Stony Brook, 1978

Residency: Bronx Municipal Hospital Center, 1979

Board Certification: Pediatrics, 1983

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**Clinical Background**

Medical School: University of Vermont College of Medicine, 2002

Residencies: Baystate Medical Center-Springfield, 2004; Massachusetts General Hospital, 2007

Fellowships: Children's Hospital, Boston, 2008; Massachusetts General Hospital, 2008

Board Eligible: Pediatrics and Pediatric Neurology

**NEONATOLOGY**

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**In Practice With**

Sanjay Aurora, MD, MPH, Ihor Bilyk, MD

**Clinical Background**

Medical School: University of Miami School of Medicine, 2002

Residency: Jackson Memorial Hospital, 2005

Fellowship: Children's Hospital, Boston, 2008

Board Certification: Pediatrics, 2005

Board Eligible: Neonatal-Perinatal Medicine

Languages: Spanish

**HOSPITALIST**

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Hospitalists only see in-patients

**In Practice With**

Justin Byrne, MD, Gautam Chhajed, MD, MPH, Judith Fokum, MD, MPH, Edmund Folefac, MD, Satya Gollamudi, MD, Swati Kodali, MD, Jacinta Lawrence, MD, Kenneth McWha, MD, Joseph Miaskiewicz, MD, Prashanth Mopala, MD, Praveen Rapolu, MD, Sarah Taimur, MD, Jean Tsai Young, MD, Vivienne Yumasi, MD

**Clinical Background**

Medical School: Tufts University School of Medicine, 2000

Residency: Baystate Medical Center-Springfield, 2004

Board Certification: Internal Medicine, 2004;

Pediatrics, 2004



**JEAN TSAI YOUNG, MD**

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**Clinical Background**

Medical School: St. George University School of Medicine, 2005

Residency: Norwalk Hospital of Norwalk, 2008

Board Eligible: Internal Medicine



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**Clinical Background**

Medical School: Allama Iqbal Medical College, Pakistan, 2001

Residency: University of Illinois College of Medicine, 2008

Board Eligible: Internal Medicine

Languages: Hindi, Punjabi, Urdu



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**Clinical Background**

Medical Schools: Topiwala National Medical College, 2001; University of North Dakota, 2005

Residency: Mount Auburn Hospital, 2008

Board Eligible: Internal Medicine

Clinical Interests: Diagnostic Radiology



**GASTROENTEROLOGY**

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**In Practice With**

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**Clinical Background**

Medical School: Thomas Jefferson University Medical School, 2001

Residency: New England Medical Center, 2005

Fellowship: New England Medical Center, 2008

Board Certification: Internal Medicine, 2005

Board Eligible: Gastroenterology, Adult



**FAMILY MEDICINE**

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**Clinical Background**

Medical School: University of Texas Health Sciences at San Antonio, 2000

Residency: Methodist Charlton Medical Center, 2003

Board Certification: Family Medicine, 2003