

## Former MGH resident named Nobel Laureate

**ONLY THREE DAYS** after his death from pancreatic cancer, Ralph M. Steinman, MD, the Henry G. Kunkel Professor at Rockefeller University and a former MGH resident, was named one of three winners of the 2011 Nobel Prize in Physiology or Medicine.

Steinman was honored for his discovery of dendritic cells, which play a key role in activating and regulating adaptive immunity. This discovery and his related research laid the foundation for other breakthroughs in immunology and led to new treatments for cancer, infectious diseases and immune system disorders. Steinman had been receiving immunotherapy treatment based on his own research.

"It is so very sad that Ralph passed away just days before he was awarded the Nobel Prize, the ultimate accolade for a scientist," says Andrew Luster, MD, PhD, chief of the MGH Division of Rheumatology, Allergy

and Immunology and a former student of Steinman's at Rockefeller University. "It would have been especially sweet for Ralph to have known of his award as his discovery was not widely accepted at first, and he persevered for many years, through much criticism, to prove that the dendritic cell is a distinct cell uniquely capable of initiating an adaptive immune response."



**STEINMAN**

Steinman, who was born in Montreal, graduated from Harvard Medical School in 1968. During his internship and residency at the MGH, he met his future wife, Claudia, an MGH social worker. He then accepted a postdoctoral fellowship at Rockefeller University, where he spent the remainder of his career.

"I got to know Ralph quite well while he was a resident at MGH," says Kurt Isselbacher, MD, former chief of Gastroenterology and founding director of the MGH Cancer Center. "He seemed to have an interest in immunology, so I suggested he contact Zanvil Cohn at Rockefeller, who had also been an MGH resident. I spoke with Zan and told him to seriously consider Ralph, whom I felt was very bright and imaginative, as well as quite humble and unassuming. Ralph joined Zan in 1970 and just two years later made his first observations leading to his discovery of dendritic cells. The rest is history."

Although Nobel Prize rules state that the award cannot be given posthumously, the Nobel Committee  
(Continued on page 4)



**COMPASSIONATE CAREGIVERS:** Bottom row, from left, Caillet, Guerino, Marangi and Callahan. Middle row, Park, Scott, Clarke and McNamara. Top row, Soria, Christmas, Field and Rinehart

## One celebration, many stars

**THE THUNDEROUS RAIN** that poured down on the Bulfinch Tent was no match for the applause of attendees at the annual Patient Care Services' (PCS) "One Celebration of Many Stars" Awards Ceremony. The standing-room-only crowd simply cheered louder when each of the 12 recipients were recognized.

"The diversity and number of awards we give today offers the opportunity for clinical and support staff to be acknowledged for qualities such as advocacy, caring, compassion, leadership, coaching, creativity, flexibility and collaboration," said Jeanette Ives Erickson, RN, DNP, senior vice president for Patient Care and chief nurse. "These are qualities that enhance and empower our staff in providing the highest quality patient care."

More than 100 PCS employees were nominated for the seven annual awards. Ives Erickson – along with Gaurdia Banister, RN, PhD, executive director of The Institute for Patient Care – commended them for their "compassion, commitment, caring and contributions."

The 2011 PCS awards and recipients are: *Anthony Kirvilaitis Jr. Partnership in Caring Award:* Amy Christmas, operations associate in the Neuroscience Intensive Care Unit, and Mark Clarke, unit service associate in the Medical Intensive Care Unit; *Norman Knight Clinical Support Excellence Award:* Carrole Caillet, medical assistant in Infectious Disease; *Brian M. McEachern Extraordinary Care Award:* Sacha Field, CCLS, child life specialist in Pediatrics; *Jean M. Nardini, RN, Nurse of Distinction Award:* Mary Ellen McNamara, RN, staff nurse in the Cardiac Intensive Care; *Norman Knight Preceptor of Distinction Award:* Richard Soria, RN, staff nurse in the Medical Intensive Care Unit; *Marie C. Petrilli Oncology Nursing Award:* Katie Guerino, RN, staff nurse in Infusion, and Jolene Marangi, RN, staff nurse in Gynecology Oncology; *Stephanie M. Macaluso, RN, Excellence in Clinical Practice Award:* Janet Callahan, PT, MS, NCS, of Physical Therapy; Julie Park, OTR/L, EdM, of Occupational Therapy; Katrina Scott, MDiv, of Chaplaincy; and Todd Rinehart, LICSW, of Social Services. ■



**ENRICHING EXPERIENCE:** From left, Lillmoie, Darzi and Andrew L. Warsaw, MD, MGH senior physician consultant and former surgeon-in-chief

## Lord Darzi presents McCabe Lecture

**THE MGH DEPARTMENT OF SURGERY** hosted Lord Ara Darzi of Denham, England, as the keynote speaker of the third annual Charles D. McCabe Lecture in Surgical Education Sept. 16. Darzi is the Paul Hamlyn Chair of Surgery at the Imperial College of London, a member of the House of Lords and the former parliamentary under-secretary of state in the Department of Health of the United Kingdom. He is one of the world's foremost experts in surgical education and quality, safety and value in surgical practice. In addition to his "Innovation and Surgical Training" lecture, Darzi met with Department of Surgery and MGH leaders to discuss both education and quality programs.

"This was a great opportunity for the MGH to host one of the world's leaders in surgical innovation," says Keith Lillmoie, MD, chief of Surgery. "Both his lecture and the small group discussions were greatly entertaining and certainly enriched the audience." ■

## September leadership meeting

**AT A SEPT. 27 LEADERSHIP MEETING**, MGH administration updated managers and supervisors on key issues affecting the hospital, including the fiscal year (FY) 2011 and 2012 budgets, revised employee health benefits and plans to backfill units vacated by moves into the Lunder Building.

Peter L. Slavin, MD, MGH president, opened the meeting by sharing several pieces of good news at the MGH, including the ongoing bicentennial celebrations and successful Sept. 16 gala; the opening of the Lunder Building; recognition as a top employer from the AARP; and four prestigious National Institutes of Health (NIH) grants awarded to MGH researchers. In addition to announcing that nearly \$1.3 billion has been raised toward the \$1.5 billion goal of the Campaign for the Third Century of Medicine, Slavin offered a generally positive review of FY11.

"We're doing well financially this year in terms of our operating budget, because of the intensity of care required by our patients, the NIH funding we're receiving and associated overhead on the revenue side, and our expense management," said Slavin. "These three factors have put us significantly ahead of budget."

But Slavin cautioned that the hospital's major revenue sources are likely to be threatened going forward. "It's particularly important that we try to get ahead of impending revenue challenges and try to not only make health care better but more affordable through the care redesign and patient affordability efforts associated with Partners Strategic Initiatives and the related work here at the MGH."

Echoing Slavin's financial forecast, Sally Mason Boemer, senior vice president of MGH Finance, offered further details about the FY11 and FY12 budgets. She said that, through August, the MGH outperformed budget in 2011. The key drivers behind the positive result this year were higher-than-anticipated nonpatient revenue, including research and royalties; unfavorable payor-rate mix and lower-than-anticipated patient volume that were offset by the intensity of patient care. Although expenses were slightly unfavorable, expenses that could be controlled were managed effectively, in part because of reductions implemented as a result of last year's budget review process.

The budget set forth for FY12 anticipates a modest increase in patient activity but also includes more built-in contingencies to help withstand the challenging economic environment, with risk factors

(Continued on page 4)



**TASK FORCE TEAM:** Disability Awareness Task Force members, from left, Amirhosseini, Lenny DeBenedictis; Helena Kryuchkin; Shellie Leger; Susan Muller-Hershon; and Betsy Pillsbury

## MGH to host AccessAbility Fair

**WHAT STARTED LAST YEAR** as a small table with information pamphlets has turned into a full-scale event honoring National Disability Awareness Month. Sponsored by the Office of Patient Advocacy and the Council on Disability Awareness, the AccessAbility Fair will be held Oct. 19 from 10 am to 4 pm in the Bulfinch Tents. It will be open to staff and the general public.

The event will feature representatives from a number of state and national organizations that provide services to individuals with disabilities as well as hands-on demonstrations of adaptive equipment. A panel of parents of children with disabilities will host a question-and-answer session about how they've navigated the hospital system, and MGH clinicians and practice managers will field questions at the "Know Your Body, Know Yourself" table. In addition, the event will showcase the talents of a Beep Ball blind baseball team, who will demonstrate the specialty equipment they use, such as a modified baseball that makes a series of beeps once it is pitched, enabling players to know when they should swing the bat.

"This fair will help our staff better understand some of the unique needs of our patients with disabilities," says Zary Amirhosseini, MEd, disability program manager in the Office of Patient Advocacy. "My hope is that those who attend the fair will take away information on what resources are available, both in and out of the hospital. There is much that can be learned about working and interacting with people with disabilities, and the AccessAbility Fair will hopefully stimulate people to consider issues they hadn't thought about before."

For a full list of booths and presentations or to request disability accommodations, contact [mghaccessibility@partners.org](mailto:mghaccessibility@partners.org). ■

## Celebrating citizenship

**THANKS TO** a new collaborative workforce development program between the Partners Human Resources and Community Health departments, the Jewish Vocational Service (JVS), and The Fish Family Foundation, several MGH staff can now officially call the United States “home.”

Through the Employee Citizenship Program, more than 30 MGH employees have become U.S. citizens. The program, free to eligible employees and their family members, is designed to make the process of attaining citizenship easier through test preparation classes. Paul Firth, MBChB, anesthesiologist at MassGeneral Hospital for Children, is one of the program’s most recent success stories. The South African native shared his story during a Sept. 26 ceremony celebrating program participants.

Firth came to the United States 14 years ago to complete his residency, but it was during his volunteer work aboard the U.S. Navy ship *Comfort* after the 2010 earthquake in Haiti that he decided to become a citizen. “I was so impressed with the efforts by the United States to quickly mobilize broad and deep disaster relief efforts, and I witnessed such an enormous outpouring of care and support demonstrated by my colleagues at the hospital

and many other people in this country – it crystallized the idea of U.S. citizenship for me,” he said.

To be eligible for the Employee Citizenship Program, participants must have a green card or an equivalent, be a permanent resident for at least five years, be moderately proficient in English and pay the fee for the application for naturalization. For more information, contact Adam Cutler, manager of Workplace Training at JVS, at 617-399-3260. ■



**HONORING AMERICANS:** Firth, center, with, from left, Ronnie Sanders, director, Partners Community Health; Francois Joachim, new citizen and lead transport, Transport Service Department, Newton-Wellesley Hospital; Gary Gottlieb, MD, president and CEO, Partners HealthCare; Lawrence Fish, trustee, The Fish Family Foundation; Jerry Rubin, CEO, JVS; and Dennis Colling, vice president, Partners Human Resources

## Soccer clinic scores smiles

**COACHES' WHISTLES,** soccer drills and player chatter are familiar sounds during soccer season at the Dana-Farber Field House at Gillette Stadium. Players on Sept. 27, however, included not only New England Revolution

stars, but 70 area youth with disabilities enjoying an afternoon of fun and learning.

The MGH, the Spaulding Rehabilitation Network and the Revolution partnered for the seventh year to host the free Youth with

Disabilities Soccer Clinic. Revolution players Matt Reis, Zak Boggs, Bobby Shuttleworth, Tim Murray and Zack Schilawski as well as Revolution Academy coaches ran the participants through various drills to enhance their skills and enjoyment of soccer.

“The children who participate in this clinic spend so much of their lives hearing about what they can’t do, but after two hours of soccer with the Revolution players, they’re very eager to tell you all about what they can do,” says Jeff Davis, senior vice president of MGH Human Resources. “It’s a great feeling for everyone – the children, their parents and our staff. We’re very happy to offer this opportunity.”

Participants were a mix of MGH patients and members of Partners with Youth for Disabilities, Special Olympics, TOPS Soccer and Easter Seals. After the coaching, participants engaged in a question-and-answer session with the players and also received autographs.

“I really liked the New England Revolution Clinic. It was totally awesome and I would love to do it again. I really enjoyed how they worked with all of us,” says participant Jessie Bland. ■



**REACHING THEIR GOALS:** Reis, center, speaks with two participants.

**WHAT'S HAPPENING****Case Management Week**

The MGH Department of Case Management will celebrate National Case Management Week from Oct. 10 to Oct. 14. MGH case managers will staff tables in the main lobby Oct. 11 and Oct. 13 to provide information about health care proxies, continuing care and case management's vital, evolving role in health care. Health care proxy forms will be available, as well as a "Five Wishes" booklet to assist families with health care decision-making. Posters highlighting case management will be on display in the Ellison Corridor from Oct. 6 to Oct. 20. A presentation by Randi Berkowitz, MD, geriatrician and medical director for subacute care at Hebrew SeniorLife in Boston, will be held Oct. 26 from 2:30 to 3:30 pm in the O'Keeffe Auditorium. For more information, contact Laurene Dynan at 617-724-9879.

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**– Nobel**

(Continued from page 1)

made an exception since it was unaware of Steinman's death before the announcement. He was awarded half the prize and the other half was divided between Bruce A. Beutler, MD, of the University of Texas Southwestern Medical Center in Dallas and the Scripps Research Center in San Diego, and Jules A. Hoffmann, PhD, former research director of the National Center for Scientific Research in Strasbourg, France.

Steinman is one of 10 individuals with ties to the MGH who have received the Nobel Prize in Physiology or Medicine – including 2009 Laureate Jack Szostak, PhD, of the Department of Molecular Biology and the Center for Computational and Integrative Biology.



**SPREADING THE WORD:** From left, caregivers Lisa Tracey, NP; Katie Morganti, NP; Schade; Cynthia Browne, NP; Sally Siu, NP; Vanessa Preble, NP; and Colleen O'Connor-Wise, PA, at the Sept. 14 lunch presentation.

**Atrial Fibrillation awareness**

**ATRIAL FIBRILLATION (AF)** is the most common type of cardiac arrhythmia, and individuals who suffer from the disorder are five times more likely to have a stroke than those without it. Clinicians from the Atrial Fibrillation Program – a part of the MGH Heart Center's Cardiac Arrhythmia Service – participated in a number of activities to educate patients about AF symptoms and available treatments during September, which is AF Awareness Month.

"AF is an irregular and often rapid heart rate that can cause the heart to pump less effectively and increase one's risk of stroke," explains Katie Schade, NP, who answered questions about AF during the 2011 Boston Heart Walk. "Symptoms include palpitations, rapid heart rates, fatigue, loss of energy, shortness of breath, lightheadedness and chest discomfort."

Educational activities included a Sept. 14 lunch presentation by several Cardiac Arrhythmia Service staff members to other cardiology practitioners; a Sept. 15 presentation by Conor Barrett, MD, at a primary care physician education course at Mass General/North Shore Center for Outpatients in Danvers; and a Sept. 21 presentation by Jeremy Ruskin, MD, and Moussa Mansour, MD, to the MGH Cardiology Division at Grand Rounds.

The AF Program also launched a new, monthly education series for patients. For more information about the AF Program or to register for the education series, access [www.massgeneral.org/atrialfibrillation](http://www.massgeneral.org/atrialfibrillation).

**– Leadership**

(Continued from page 2)

including the renegotiation of a number of commercial contracts, cuts to Medicare and Medicaid and newly tiered insurance plans that classify the MGH as a higher-cost care facility. On the expense side, the budgeted cost of supplies is reduced, again attributed to decisions made during the budget review process. The majority of net investments are in salaries and benefits; employees will be eligible for a 2 percent merit program next year and 70 new full-time employee positions are budgeted to cover an anticipated increase in patient activity. In addition, fixed expenses rose related to the opening of the Lunder Building.

In line with strategies to keep MGH operations as cost effective as possible, Jeff Davis, senior vice president for Human Resources, presented information about upcoming changes to employee health benefits that are expected to enhance overall quality and efficiency by encouraging employees to seek care from Partners-affiliated providers. Davis said full details about the health benefits redesign will be announced to the MGH community Oct. 17.

Jeanette Ives Erickson, RN, DNP, senior vice president for Patient Care and chief nurse, discussed plans for backfilling the units that have moved into the Lunder Building. Ives Erickson said the backfill will occur in staged phases and align with a long-term growth strategy.