

# Caring

Headlines

February, 2021

A look back at...



# A message from Debbie Burke...

Colleagues,

For the better part of 2020, words like, catastrophic, unprecedented, and grim, dominated the news as the world dealt with the challenges of the COVID pandemic. And new phrases like, 'social-distancing' and 'super-spreader' entered our vocabulary.

But when I think back on this past year, those are not the first words that come to my mind. I witnessed so many acts of compassion and selflessness performed by every member of our healthcare team. So for me, words like extraordinary, magnificent, and heroic are what come to my mind.

While this may have been a year of profound loss and sadness, it was also a year of unparalleled generosity, dedication, and kindness. Thank-you for doing what Bill Gates calls, 'showing up.' Thank-you for showing up to do the outstanding work you do every day.

I hope this annual-report issue of *Caring* reminds you, as it does me, what an incredible team we are when we come together to do good for our patients, for one another, and for so many others beyond the walls of MGH.



Debbie Burke, RN  
senior vice president for Nursing & Patient  
Care Services and chief nurse

*Debbie*  
Debbie Burke

HIGH PRESSURE

# January

## Caring

Headlines

January 23, 2020

A look back at...



Nursing & Patient Care Services  
Massachusetts General Hospital

# February



Physical and Occupational Therapy  
go RED for Women's Health



(Left): Global Nursing Symposium panelists field questions about the impact of the Global Nursing Fellowship. (Right): Leadership of the MGH Global Health Nursing Program.



Immigrant Health Coalition's 'Migration is Beautiful' display at MGH and Chelsea High School.



MGH observed Patient Safety Awareness Week with a display table in the Main Corridor.



Celebration of Stars award recipients: (l-r, front row): Eulawn Heron, Lillian Ananian, Carolyn McDonald, Katelyn Sparks, Katie Newman, and Janet King (Middle row): Melissa Carroll, Lisa Lovett, Doris Soba, Lore Innamorati, Jenna Delgado, and Hilary D'arcangelo. (Back row): Erin Vuijk, Kimberly Whalen, Hilary Gorgol, Sue Riley, Erin Laing, and Kellie Pusateri.



First cohort of MGH clinical scene investigators, in collaboration with the AACN's CSI Academy Program, presented their projects and outcomes.



The Connell Nurse-Led Team Grant (left), Be Well Work Well Nursing Grant (center), and the new Connell Post-Doctoral Fellowship in Nursing Research were awarded.

# Caring

Headlines

February 20, 2020

## Management Systems retreat

*makes learning about transparent classification fun...*



*...with a rousing game of Acuity Family Feud!*



Director of PCS Management Systems and Financial Performance, Antigone Grasso, leads attendees in fast-paced, home-grown version of popular TV game show, *Acuity Family Feud*.

**Nursing & Patient Care Services**  
Massachusetts General Hospital



Inter-disciplinary team received Excellence in Action Award for caring for of one of their own staff members.



Perfecting their cinnamon-bun recipe for the first DAISY Awards are Nutrition & Food Services' Kirk Tucker and Jimmy Quirk.

# March



In the MGH Chapel, revelry, 'hamentashen,' and a good time were had by all as the department of Spiritual Care led the MGH community in a celebration of Purim, the Jewish holiday commemorating a failed plot against the Jews of ancient Persia.

## Book drive



The departments of Respiratory Care and Perfusion held a book drive to support pediatric patients in the Pediatric ICU, Emergency Department, and Radiology.



Oncology social worker, Jennifer D'Alotto, LICSW (in inset and center front in big group) attended the Forum for Japan Cancer Patients in Tokyo, hosted by the Comprehensive Academy for Advanced Oncology.



The Blake 13 Newborn team received an Excellence in Action Award.

# Caring

Headlines

March 19, 2020

## PACU Skills Day

preparing staff to meet the needs of an expanded patient population in the peri-operative setting



See story on pages 4-5

Pam Wrigley, RN (right), staffs the eCare Blood Administration station at recent PACU Skills Day training event.

Nursing & Patient Care Services  
Massachusetts General Hospital



To ensure the Post-Anesthesia Care Unit (PACU) was prepared to accommodate the expansion of its patient population, the unit held a Skills Day. More than a hundred nurses attended.



The White 9 Medical team received an Excellence in Action Award.

# March - June

**In March**, regular publication of *Caring Headlines* was suspended to enable more frequent communication about the coronavirus.

The next few pages contain excerpts and images from the 35 issues of *COVID-19* published between March 23rd and June 25th.



Theresa Gallivan, RN  
associate chief nurse and  
HICS operations chief

“As operations chief for HICS, it’s been a privilege to collaborate with colleagues across disciplines to ensure we meet the demands of this pandemic. As expected, MGH leaders and staff have demonstrated extraordinary courage and commitment.”

—Theresa Gallivan, RN  
associate chief nurse and  
HICS operations chief



Marie Elena Gioiella,  
LICSW, director of  
Social Service, and chief,  
Family Support Unit

“Social workers are providing emotional support to patients and families. We’re glad to participate in initiatives that promote resilience among our colleagues. Please don’t hesitate to reach out should any of your patients, families, or staff require assistance.”

—Marie Elena Gioiella,  
LICSW, director of  
Social Service, and chief,  
Family Support Unit

“As associate chief nurse for Perioperative and Endoscopy Services, I’m inspired by the extraordinary commitment and teamwork of my colleagues. I’ve witnessed remarkable resilience and heartwarming displays of compassion. It is an honor to hold a leadership position at MGH during these challenging and unprecedented times.”

—Patrice Osgood, RN, associate chief nurse,  
Perioperative and GI Endoscopy Services



Patrice Osgood RN  
associate chief nurse

“The Centers within The PCS Institute for Patient Care have been vigorously supporting COVID-19 efforts: The Knight Center is leading educational and training efforts; The Center for Innovations in Care Delivery is exploring new ways to develop PPE; The Munn Center for Nursing Research is leading COVID-19-related, nursing research discussions; and The Blum Center is working collaboratively to adapt our visitor policy. We’ve created the PCSCOVID@partners.org e-mail address to be able to respond to questions quickly. Since its launch, we’ve responded to more than 165 questions. Keep them coming!”

—Gaurdia Banister, RN, executive director,  
The Institute for Patient Care



Gaurdia Banister, RN,  
executive director,  
The Institute for Patient Care



Sue Algeri, RN,  
associate chief nurse and  
HICS operations chief

“I want to commend staff for their incredible efforts and fortitude in meeting the ongoing demands of this pandemic. It was their feedback from the first surge that informed the changes we made in our response to the second surge, including staffing, unit conversions, training and education, communication, and support. It’s because of the collective insight of so many that we’re well prepared for a second surge.”

—Sue Algeri, RN, associate chief nurse  
and HICS operations chief (second surge)



Darlene Sawicki, NP  
director, Advanced Practice  
Providers

“I will never forget witnessing the many acts of courage of advanced practice providers and the dusting off of kneecaps to fight another day. I’m so proud of your work and your commitment—because of this we are stronger and more bonded than ever.”

—Darlene Sawicki, NP,  
director, Advanced Practice  
Providers



Carmen Vega-Barachowitz,  
CCC-SLP

“Working with the extraordinary members of our Speech, Language & Swallowing, Medical Interpreter, and Spiritual Care departments, we are providing tools, resources, and services to ensure on-going high-quality care.

“I am privileged to witness the exceptional work, collaboration, creativity, and commitment of every individual in this organization. My sincere gratitude to each and every one of you.”

As the Dalai Lama reminds us in, *The Book of Joy*, “The hard times knit us more closely together.”

—Carmen Vega-Barachowitz, CCC-SLP, director, Medical Interpreters, Spiritual Care, and Speech, Language & Swallowing



# ...the COVID surge

# COVID-19

May 13, 2020

Patient  
Care Services

*In appreciation for your selfless work  
and dedication during these extraordinary times*

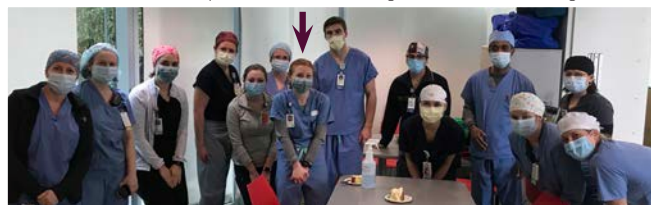
## Flexibility, versatility, and re-deployment make for a nimble healthcare organization



(Above): anesthesia machine adapted for use as a ventilator.



(Above left): Jen Bocklett, NP, re-deployed to Ellison 19.  
(Above right): the PPE storage system created by Bocklett.  
(Below): Lunder 6 Neuro/COVID ICU celebrates Sara Whiteman, research technician, who assumed the role of observer/runner to support the unit. Re-deployed from an Alzheimer's lab, Whiteman plans to become a neurologist, so it was a win-win assignment.



Nurse Practitioner, Jen Bocklett, NP, (see photo at left) was re-deployed from Vascular Surgery to Ellison 19, where she not only provided direct patient care, but covered the front desk and developed a storage system for PPE. Staff say Jen's sense of humor and willingness to do whatever is needed has been so helpful.

Kate Slattery, CRNA, nurse anesthetist, was one of many clinicians re-deployed to the White 3 PACU-turned-COVID ICU. She tells of a transformation that included placing inspirational messages and decorations on the bays, thank-you notes and motivational signs in the entryway, and adapting anesthesia machines to be used as ventilators for COVID patients.

Says Slattery, "I was amazed at how everyone came together in this unit. White 3 became our new home. I want my fellow CRNAs, nurses, anesthesiologists, physicians, respiratory therapists, pharmacists, and countless support staff, to know how incredibly proud and lucky I am to call you my colleagues."

## Resiliency

### Resources available to staff

If you feel your mental or emotional well-being is being affected by the COVID outbreak, below are some resources available:

**MGH Psychiatry Clinician Access for Referrals and Employee Support (Psychiatry CARES):** This new service provides mental-health interventions for employees experiencing high levels of stress, trauma, or bereavement. Call 617-724-7150, 8:00am-5:00pm.

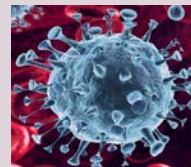
**The Partners Employee Assistance Program (EAP)** is available for consultation, counseling, information, and referrals for employees and their households. Call 1-866-724-4EAP.

**MGH Social Work:** Licensed mental-health providers are available for peer-to-peer counseling and referrals, individually and via virtual groups. Call pager: #26803.

## COVID-19 Research

**Click on image** to go to the Munn Center portal page to:

- access COVID-19-related research (Research for Review: Weekly Update)
- find opportunities to participate in COVID-19 research studies (COVID-19 Study Recruitment)




Please send any photos, comments, questions, or potential content for the COVID-19 newsletter to Susan Sabia at: [ssabia@partners.org](mailto:ssabia@partners.org)

# March-June



This sidewalk message was captured by nursing director, Patti Fitzgerald, RN (Bigelow 11 Medicine), while walking in Melrose.

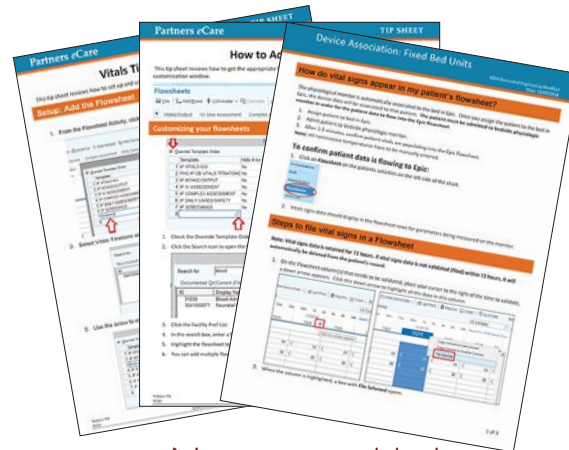
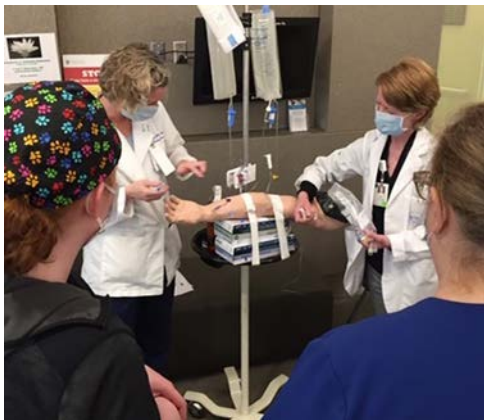


“I admire the teamwork and professionalism of our PCS colleagues. When you teach colleagues to don and doff PPE — and correct missteps if they occur — you are keeping our patients and workforce safe. Thank-you.”

— Erica Shenoy, MD, associate chief, Infection Control Unit

Erica Shenoy, MD  
associate chief, Infection Control Unit

## Portable Simulation Lab



## New apps added to Voalte phones

**COVID Training:** app links to Infection Control training videos related to PPE protocols.

**eCare Tips:** app links to eCare tip sheets for nurses transitioning to the ICU.



When Lunder 7 and Lunder 9 were converted to ICUs, the Knight Simulation Center created a portable simulation lab on Lunder 9 to expedite training for staff. (Top photo): Knight Simulation team leads exercises in the portable simulation lab; (above): the Lunder 7 inter-disciplinary team.

# ...the COVID surge



The boys of summer practice social distancing

Our beloved Boston Red Sox issued a temporary logo supporting social distancing for the duration of the coronavirus pandemic.



COVID Pass Done

Are You Experiencing Any of the Following Symptoms  
\* must provide value

- Fever or feeling feverish
- Sore throat
- New cough
- New nasal congestion or new runny nose
- Muscle aches
- New loss of smell
- Shortness of breath
- No Symptoms

COVID Pass

CLEARED FOR WORK TODAY

Please make sure to wear a face mask while working on premises.

FRI

04/06/2020 13:25:57

John Smith

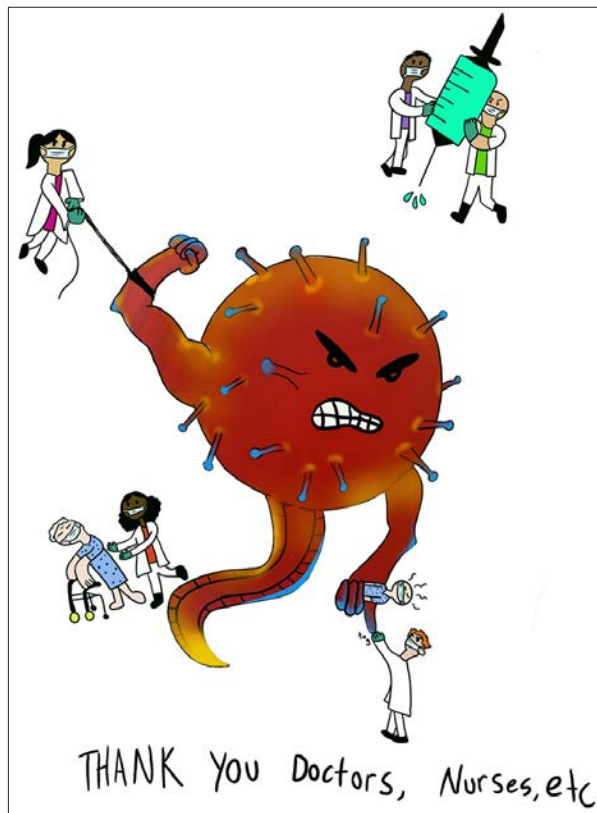
## Symptom screening

Beginning in March, prior to coming to work, MGH employees were required to complete a symptom-screening tool attesting that they were COVID-19 symptom-free.

## Interpreter Services



MGH interpreters were an integral part of the team as patient-family visits were severely impacted by the pandemic.



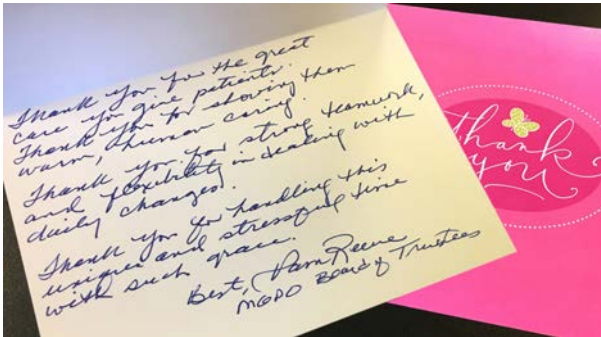
Cambridge fourth-grader, Grace Davis, shared her interpretation of healthcare providers fighting the coronavirus.

## Going virtual



Outpatient pediatric speech-language pathologists began conducting virtual visits with patients via video conferencing.

# March-June



Pam Reeve, member of the MGPO Board of Trustees, sent personal notes thanking teams for their efforts in these challenging times.

## Neighbors helping neighbors



Staff nurse, Lisa Marie Wellen, RN, received several care packages from her neighbors. One contained a decorative stone that she named Rona and kept in her work bag. Said Wellen, "It's comforting to know that people are thinking about us."



Social worker, Sarah Taddei, LICSW, shared this sign of support from our neighbors at Charles Circle.



## A gift of thanks

Local jewelry designer, Lori Slavin, wife of MGH president, Peter Slavin, gave hundreds of hand-crafted necklaces to staff as a token of her gratitude and appreciation.



## The kindness of strangers

Throughout the surge, MGH received generous donations from individuals and businesses. (Far left): staff of White 8 Medical Unit enjoy delivery from LaGrassa's. (Near left): White 3 PACU received new clogs from OOFOS Footwear. (Below): staff of the Ellison 18 Pediatric Unit show their appreciation for donation of Crocs.



# ...the COVID surge



## Supporting communication

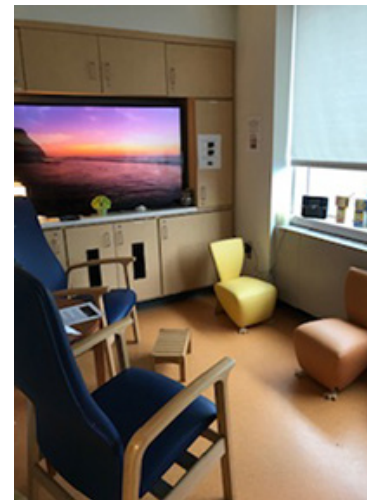
Speech-language pathologists, Sarah Gendreau, Stephanie Scibilia, and Rachel Toran Towbin, helped create communication tools to support patient-provider communication.



## Serenity Spaces

The department of Spiritual Care and Benson-Henry Institute for Mind Body Medicine created several serenity spaces throughout the hospital to provide tranquil spots for staff to step away from the demands of their clinical settings. Serenity Spaces were equipped with (multi-faith, multi-cultural, multi-lingual) *Spiritual Resource Guides*, prayer shawls, and other reflective mementos.

Pictured are the Serenity Spaces on Ellison 17 Pediatrics (below left), the Emergency Department (below right), and the Blake 12 ICU.



This drawing of the Blake 12 ICU team by local children's illustrator, Thyra Heder, appeared in a video produced by the Blake 12 team, narrated by Sarajane Gallen, RN.

# March - June

## Proning Team

In response to research showing that turning COVID patients to a prone position improves their oxygenation, MGH created and trained proning teams to facilitate turning patients.



## Conserving PPE

Phillips House 20 nurses, Jen Scully, RN, and Stephanie Prisco, RN, received their N95 masks back after decontamination and re-processing.



## New scrub caps

Nursing director, Vivian Donahue, RN (right), of the Blake 8 Cardiac Surgical ICU, was thrilled to receive a homemade scrub cap from unit service associate, Neusa Monteiro, after admiring hers the day before. Said Donahue, "It brought tears to my eyes. It was such a kind and generous gift."

## #OneBostonDay at Mass General



Pediatric ICU staff got new head coverings compliments of nursing director, Arlene Kelleher's brother, who owns a surf shop on the Jersey shore.



April 15th, #OneBostonDay, marked the 7th anniversary of the Marathon bombings. In honor of the occasion, the Bulfinch and White Buildings shone brilliant blue, and Boston's finest drove through the city flashing their lights in appreciation of healthcare workers and first responders who stepped up once again during the COVID-19 pandemic.



Lunder 7 night staff enjoy scrub caps donated by staff nurse, Christina Alexander's sister, who made more than 160 caps for MGH clinicians during the surge.

# ...the COVID surge

## Cancer care meets COVID care



Many patients were fighting both cancer and the coronavirus, so nursing directors, Casandra McIntyre, RN, and Julie Cronin, RN, helped transform the Yawkey 7 Termeer Infusion Unit into a COVID-19+ Cancer Care Unit, allowing patients to continue to receive oncology care during the surge.

## Gratitude everywhere



This multi-lingual sign appeared at the Nashua Street Parking Lot along with balloons and fresh flowers.

## Elvis is in the building!

Thanks to the creativity and generosity of nursing director, Michelle Anastasi's mother, staff of the Ellison 19 Thoracic/Vascular Unit sported Elvis masks for much of the first COVID surge.



## Puppy love!

Staff of the Blake 8 Cardiac Surgical ICU figured out a way to keep their spirits up by bringing their pets to work... virtually.



### Published by

Caring Headlines is published once a month by Patient Care Services.

### Publisher

Debbie Burke, RN, senior vice president for Patient Care

### Managing Editor

Susan Sabia

### Editorial Advisory Board:

Disability Program Manager  
Zary Amirhosseini

### Editorial Support

Marianne Ditomassi, RN  
Mary Ellin Smith, RN

### Informatics

Ann Marie Dwyer, RN

### Medical Interpreters

Carmen Vega-Barachowitz, SLP

### Materials Management

Edward Raeke

### Nutrition & Food Services

Donna Belcher, RD  
Susan Doyle, RD

### Office of Patient Advocacy

Robin Lipkis-Orlando, RN

### Office of Quality & Safety

Colleen Snyderman, RN

### Orthotics & Prosthetics

George Reardon

### PCS Diversity

Deborah Washington, RN

### Physical Therapy

Occupational Therapy  
Michael Sullivan, PT

### Police, Security & Outside Services

Joe Crowley

### Public Affairs

Colleen Delaney

### Respiratory Care

Ed Burns, RRT

### Social Work

Ellen Forman, LICSW

### Speech, Language & Swallowing Disorders and Reading Disabilities

Carmen Vega-Barachowitz, SLP

### Spiritual Care

Alice Cabotaje

### The Institute for Patient Care

Gaurdia Banister, RN

### Training and Support Staff

Gino Chisari, RN

### Volunteer Services

Jacqueline Nolan

### Distribution

Jacqueline Nolan, 617-724-1753

### Submissions

All stories should be submitted to: [ssabia@partners.org](mailto:ssabia@partners.org)

For more information, call: 617-724-1746

### Next Publication

February 25, 2021

# March-June



## Running with purpose

Physical therapist, Sara Hourihan Cully, PT, exceeded her goal of raising \$10,000 for the MGH Emergency Response Fund. She had planned to run the Boston Marathon; when it was canceled, she ran 52 miles in 48 hours on her own (that's four miles every four hours!) raising more than \$13,000 for the Emergency Response Fund.



## Military flyover

On Nurses Day, four F-15 jets from the 104th Fighter Wing performed flyovers to honor first responders and healthcare workers. (Left): jets passed over the Public Gardens. (Above): staff of the Ellison 16 Oncology Unit watched from the MGH helipad.



## Re-deployed



Staff nurse, Kathy Carr, RN (left), with White 9 medical nurse, Michelle Monteiro, RN, who was re-deployed to a COVID ICU. Said Monteiro, "I feel very supported by leadership and... really lucky to be able to help in a meaningful way."

## Pinning ceremony



With colleges closed and graduations canceled, a special pinning ceremony was held on the Ellison 17 and 18 pediatric units for patient-care-associate nursing students, class of 2020.

## Nurse Week night rounds

Senior vice president for Patient Care, Debbie Burke, RN, MGH president, Peter Slavin, MD; MGPO president, Tim Ferris, MD; and New England Patriots president and chair of the MGH Board of Trustees, Jonathan Kraft, delivered Nurse Week cookies to staff.



## New grads celebrate Nurse Day



Oncology and critical-care nurse residents graduated during the surge and immediately began caring for COVID patients. To mark their first Nurse Day, representatives from the Knight Center and MGH Transition to Practice Program hand-delivered roses and chocolates to each graduate. Said Jen Curran, director of the Transition to Practice Program, "I'm so proud of these nurses. They've done a fabulous job throughout this pandemic."



# ...the COVID surge

## Service first

Shannon Stuart, RN, staff nurse in the Cardiac ICU, is also a first lieutenant in the National Guard. When her unit was converted to a COVID-19 Critical Care Unit, Stuart noted, "This is why I joined the Guard, and why I became a nurse—to help people." Said a fellow Guardsman, "Shannon's proud of what her team is doing at MGH. Like the Air Force's core value, she's putting service before self, and there aren't enough thank-yous in the world for that."

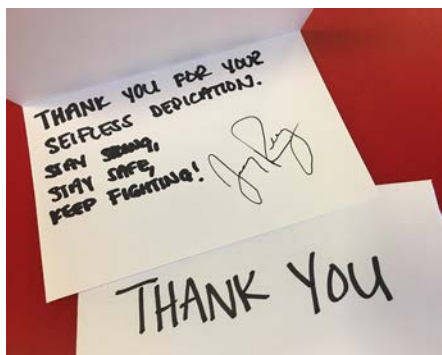


## Virtual support



The inter-disciplinary COVID-19 Call-Back Team had not worked together before the surge, but despite differing backgrounds and being in separate locations, they became a close, cohesive team. On April 30th, the team surprised one of its members, obstetrics staff nurse, Jenni Hennessey, RN, as she completed her last day of chemotherapy. Colleagues held up signs and sent support and encouragement from a safe social distance.

Staff nurse, Jenni Hennessey, RN



Thank-you note from Red Sox broadcaster, Jerry Remy.



## A wedding on Blake 12

Staff of the Blake 12 ICU were able to quickly arrange a wedding complete with flowers, wedding rings, cake, and decorations, for a critically ill COVID patient near the end of life. The patient's family was able to attend the ceremony via video conferencing, and staff celebrated with him from a safe distance outside his room.



## Chelsea-Revere Hotel COVID Clinic



Fluent in Spanish and eager to help, Jenny Bermudez, RN, was a great asset at the COVID Care Clinic set up at the Chelsea-Revere Hotel.

# March-June

Respiratory therapists played key role during surge



Throughout the surge, respiratory therapists played a vital role in keeping patients safe and breathing as comfortably as possible. Their skill, expertise, and commitment were in high demand day and night.

Grab-a-Lab



Hiyam Nadel, RN, director, Center for Innovation in Care Delivery (right), with staff nurse, Molly Higgins, RN, Hematology/Oncology/Bone Marrow Transplant Unit and inventor of the Grab-a-Lab, a device that allows samples to be collected without touching the bag, eliminating the potential for cross-contamination.



Welcome back!

When the Danvers ambulatory surgical team returned to work, they were greeted by this sign of team spirit and support.



Thank-you!

With the departure of its last COVID patient, Lunder 7 was 'sunsetted' as a COVID ICU, returning to its original designation as a neuroscience care unit.

We missed you!



The Ellison 19 Thoracic and Vascular Surgery team welcomed co-workers back from deployment with caricatures and quotes describing what they missed about them while they were gone.

Un-deployed



The White 10 General Medicine team bid farewell to Amy Killion, RN, from Anticoagulation Medical Service (second from left), and Margot Holman, NP, from Mass General West Medical Group (back right), who were deployed in early April and quickly became an integral part of the White 10 team.

# What our patients had to say during the surge...

“I have never seen a group of people work so well together.”

“It was one of the best experiences I have ever had.”

“Everyone was extremely professional despite the stress of the pandemic.”

“The nurses, doctors, PCAs, custodians, and food service staff were absolutely amazing... I don't know how they do it. They were happy every time they saw me.”

“Staff are working so hard. God bless each and every one of them—nurses, secretaries, housekeeping, everyone involved.”

“Thank-you for rising to this unprecedented challenge!”

“Incredible. The best people. Everyone was so kind and professional.”

“From the moment I stepped through the door, every person I met had a smile on their face.”

“My family is so grateful for the dedicated, compassionate staff at Mass General. The affection went both ways, which was amazing to witness as a family member. Staff loved our mom and let my family know that. What a gift!”

“The care I received was second to none, from those delivering my meals, to cleaning my room, assisting me with a shower, providing my daily care, the CT staff, my doctors. What a wonderful experience.”

“Medical personnel were terrific! The nurses were especially thoughtful, caring, and kind. That was the most unforgettable thing to me during my stay.”

“I would like to thank each and every person who interacted with me during my hospital stay. Everyone went above and beyond to make me feel comfortable and confident that my health issues were being handled by the very best.”

“It was so much better than I anticipated. I was skeptical, in light of the pandemic. But I felt safe and secure and received great treatment.”

“The nurses were excellent. I'm extremely grateful for all they did. They're all heroes in my book.”

“I really felt like a human being, not just a patient.”

“You were all heroes long before the pandemic. I so appreciate the work you do every day.”

“The cleaning folks made a germaphobe like me feel extremely comfortable. They were always courteous, never took any short cuts, and did a fantastic job keeping the room immaculate.”

“Staff was over the top. Doctors, therapists, receptionists, MRI technologists, cleaners, meal servers—all very professional and accommodating. I cannot say enough about these people who put themselves in harm's way.”

Quotes from patients and family members were culled from National Research Corporation (NRC) Health surveys and shared by the Office of Patient Experience.

# July



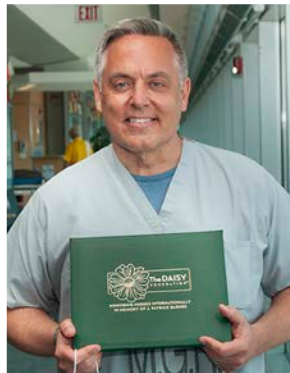
Abigail Shaughnessy, RN  
Outpatient Epilepsy Service



Becca Faulks, RN  
Ellison 8 Cardiac Step-Down Unit



Elyse Loving, RN  
Blake 8 Cardiac Surgical ICU



George Lillie, RN  
Yawkey 8 Oncology Infusion Unit



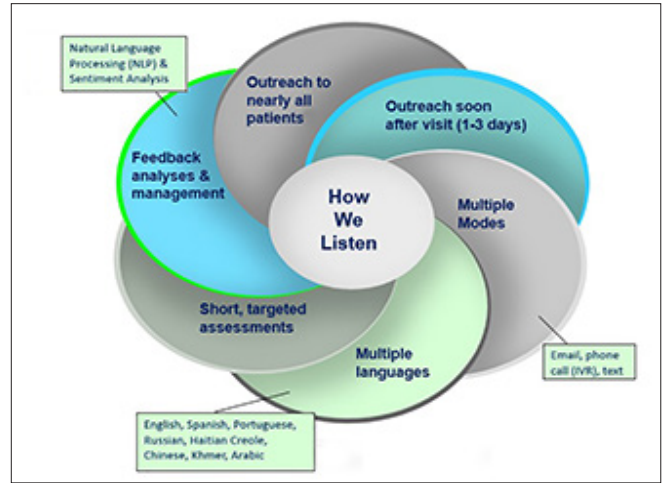
Marysa Duffy, RN  
Blake 7 Medical ICU



Richard Piccuito, RN.  
Ellison 14 Burns and Plastics Unit

## DAISY Awards

As announced by senior vice president for Patient Care and chief nurse, Debbie Burke, RN, during her 2018 Nurse Week address, the first DAISY Award presentations took place this summer. Established by Bonnie and Mark Barnes in 1999 in memory of their son Patrick, DAISY Awards recognize the clinical skill, caring, and compassion that nurses provide to patients and families every day. The awards are a complete surprise to recipients—their first awareness that something is up is when Burke and members of the DAISY Selection Committee arrive on their units with the DAISY banner, cinnamon buns, and goodies in hand.



Mass General partnered with NRC Health to launch a new patient-experience feedback program to better understand and improve the patient experience.

## MGH Structural Equity Plan

MGH has developed a plan to address racism within and outside our organization. On Tuesday, June 30, 2020, Joe Betancourt, MD, vice president for Equity and Inclusion, shared that plan with Patient Care Services via a virtual town hall meeting. Below are the key initiatives of the plan:

- Initiative 1:** Conduct a policy and practice review to identify and reconcile structural racism
  - The goal is to create a process to identify policies and practices that have a disproportionate impact on minority patients and employees and reconcile them.
- Initiative 2:** Create a reporting and reconciliation plan for incidents of discrimination/racism
  - The goal is to develop a reporting system for discriminatory behavior and enact the policies, practices, and processes to effectively reconcile them.
- Initiative 3:** Establish a training pathway on racism and associated factors
  - The goal is to develop a comprehensive learning pathway around implicit bias; bystander involvement; micro-aggression; cross-cultural care; and the impact of racism on health, well-being, and health care.
- Initiative 4:** Ensure equity in access to, and delivery of, all clinical care
  - The goal is to improve access and identify and eliminate long-standing racial and ethnic disparities.
- Initiative 5:** Eliminate racialized science and medicine
  - The goal is to identify and eliminate all forms of racialized science and medicine built on racism or faulty or inaccurate data and assumptions.
- Initiative 6:** Ensure a living wage, educational development, and access to care
  - The goal is to address income, education, and healthcare inequalities among our employees by (1) creating a living-wage indexed to the cost of living in Boston; (2) expanding funding for educational development; and (3) ensuring affordable insurance coverage so employees can receive medical care at MGH if they desire.
- Initiative 7:** Commit to diversity and equal representation in governance, leadership, clinical care, research, and community health
  - The goal is to increase the representation of minorities in all areas throughout MGH.
- Initiative 8:** Partner with MGH Police & Security to ensure an environment of safety, equity, and trust in security
  - The goal is to ensure an environment of safety, equity, trust and transparency in security.
- Initiative 9:** Launch an equity, anti-racism, and inclusion campaign
  - The goal is to develop a multi-modal campaign to demonstrate our commitment to equity, equality, and anti-racism.
- Initiative 10:** Engage and invest in an anti-racism advocacy agenda
  - The goal is to work in partnership with MGB and local and national organizations to leverage our thought-leadership in an advocacy agenda against racism everywhere.

Joe Betancourt, MD, vice president for Equity and Inclusion, shared the hospital's 10-point plan with Patient Care Services via a virtual town hall meeting.



Prior to COVID, the MGH Institute of Health Professions held a Cultural Science Day at Harvard-Kent Elementary School in Charlestown. IHP student, Inricka Liburd, as African American astronaut, Mae Jemison, engaged students in thoughts about the universe, while IHP student, JP Bonadonna, as Brazilian neuroscientist Miguel Nicolelis, showed students how science can be fun as well as educational.

# Caring

Headlines July 23, 2020

## Inaugural DAISY Award honorees...

?

?

?

?

?

?

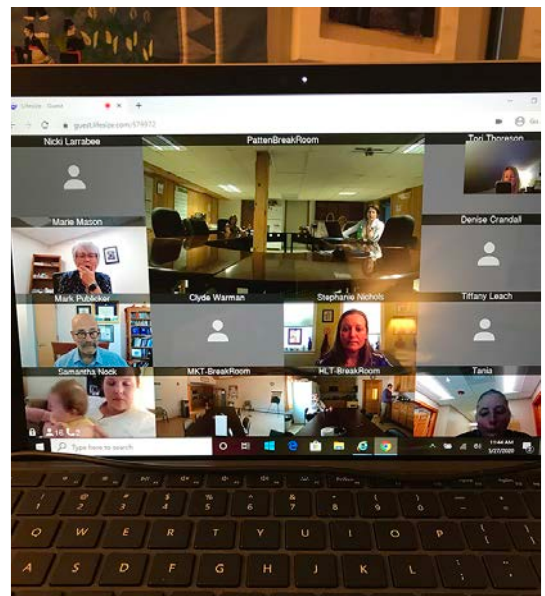
# revealed!

See story on pages 4-5

Nursing & Patient Care Services  
Massachusetts General Hospital



As everyone goes virtual during the pandemic, Speech-Language Pathology holds its first staff meeting via Zoom.



Lunder-Dineen transitioned to a virtual format for its programs and workshops during COVID.

# August-Septe

The Munn Center

## This month's featured topic

### Reflections on immunization use: research and evidence

—by Dorothy A. Jones, RN

The following is an overview of the revised position statement on immunizations, adopted by the ANA Board of Directors, in July, 2020.

**Introduction:** The COVID-19 pandemic has heightened our awareness of the importance of immunizations and the emerging standards and guidelines being advanced that may influence attitudes, use, access, and demand for immunizations in the future. As the flu season approaches and efforts to develop a COVID vaccine continue, nurses are in a key position to educate, inform, and promote the use of vaccinations for flu-prevention and other diseases and conditions. This article offers information that may be useful in helping patients and families make informed decisions about immunization.

**Summary:** Historically, the American Nurses Association (ANA) has strongly supported immunizations to protect the public from highly communicable and deadly diseases such as measles, mumps, diphtheria, pertussis, and influenza (ANA, 2019; ANA, 2015; ANA, 2006), and has supported mandatory vaccination policies for registered nurses and health care workers under certain circumstances. Considering several recent and significant measles outbreaks in the United States, as well as the global pandemic of COVID-19, the ANA has reviewed its current position statement for clarity and intent and examined present best practices and recommendations from the broader health care community. Based on that review and the recommendation of the ANA's 2019 Membership Assembly, a revised and updated position statement was developed.

Go to: <https://www.mghpcs.org/MunnCenter/research-update.asp>, to read more about this position statement and other articles pertaining to immunizations. For more information, call the Munn Center at 617-643-0431.



Look for this image to find summaries and referrals to the latest research articles and abstracts. Go to: <https://www.mghpcs.org/MunnCenter/research-update.asp>, to read more about this position statement and other articles related to immunization.

August-September, 2020 — Caring Headlines — Page 9

The Munn Center introduced a new column in *Caring Headlines*, providing references to articles and abstracts that support current best practice.



The MGH Biothreat and HAZMAT Response Teams provide a vital service to the hospital and the community. Above are some scenes from the MGH disaster response teams' field exercises and training drills.



Staff nurse,  
Jeanmarie Fallon, RN,

## Narrative culture

In a heartfelt clinical narrative, IV nurse, Jeanmarie Fallon, RN, shared her experience working on a general medical unit during the pandemic.



2019-2020 clinical pastoral education graduates (l-r): Uchenna Awa, Rebecca Doverspike, Wilson Hood, Christine Park, and Elam Jones.

## Nutrition & Food Services

### Patient menus available in multiple languages

—by Susan Doyle, RD, Patient Food Services

In addition to English, 7-day inpatient menus at Mass General are available in Spanish, Arabic, Haitian Creole, Portuguese, and Chinese. According to Medical Interpreter Services, these five languages are the most frequently requested languages in the hospital, so Nutrition & Food Services collaborated with Medical Interpreter Services to

translate inpatient menus into all five languages.

To notify Patient Food Services about a patient who would benefit from a translated menu, call patient food service manager or a supervisor at: 6-2538 (or dial 4Food at 4-3663).

For more information, or if you have any suggestions, e-mail Sue Doyle directly: [sdoyl@partners.org](mailto:sdoyl@partners.org).



Inpatient menus available in Spanish, Arabic, Haitian Creole, Portuguese, and Chinese.

Page 6 — Caring Headlines — August-September, 2020



Mass General nurses, Kim Cheevers, RN; Aileen Patel, RN; Asen Jamir, RN; George Lillie, RN; and Lisa Flynn, RN, spoke with Vanessa Welch of Boston 25 News about what it was like to work on the front lines during the surge.

**COVID19 Update**

**NEW - Universal Mask & Eye Protection Policy**

Effective July 31, 2020, eye protection and a mask are required for **all clinical encounters** regardless of COVID-19 status.

Now recommendations from the Center for Disease Control (CDC) and Massachusetts Department of Public Health (MDPH) state that wearing eye protection during all clinical encounters:

- Provides additional protection in the event a patient is not wearing a mask, takes the mask off or the clinician needs to remove the mask.
- Establishes a visible standard of practice.
- Should be used even if a patient has tested negative for COVID-19.

**Patient encounter:** Staff who have sustained (> 10 minutes) face to face interactions with patients within 6 feet require Massachusetts General Brigham (MGB)-approved eye protection.

**Eye protection:** Wear only MGB approved, hospital-issued **safety glasses, goggles or face shields**.

Consideration should be given to the risk of splash with blood or body fluids to determine the best eye protection needed.

**Personal glasses are never considered eye protection.**

Refer to [Public Connection Information](#) page for COVID-19 related information and resources.

**Warnings:**

- **Eye shields and goggles are required if the face shield or goggles have not been washed, sanitized or disinfected.**
- **All eye protection must be used without one eye and closed and stored as long as they are not damaged or repair the structural integrity.**

Approved  
**Public Health**

August 3, 2020  
MASSACHUSETTS GENERAL HOSPITAL  
PCS Quality, Safety & Practice

Practice updates and alerts continued to focus on COVID-related topics, such as this one addressing the Universal Mask and Eye Protection Policy.

# Caring

Headlines August-September, 2020

## Patient Experience Awards



See page 11 for complete list of this year's Patient Experience Award recipients

Congratulations to all the teams and individuals recognized by this year's Patient Experience Awards, including the MGH Spiritual Care Department (team award) and staff chaplain Kate Gerne (insert, individual recognition). Pictured above (l-r, front-to-back) are: Gerne; Donna Blagdan; Julie Supple; Wendy Tabls; and director, Alice Cabotaje. Not pictured: Diana Donahue; Shulamit Izem; Ben Landkron; Erica Long; Ucherna Awa; Rebecca Doverspike; Wilson Hood; Elam Jones; Eunjo Christine Park; Blair Sansouci; Sam Seicol; Tom Powers; Mikael Bassale; Matthias Wamala; Ron Golini; Jim Doran; and Van Loc Doran.

Nursing & Patient Care Services  
Massachusetts General Hospital



The Mass General Disaster Response Team was deployed to Baton Rouge General Medical Center in Louisiana to assist in the aftermath of Hurricane Laura.



The Knight Nursing Center's Transition to Practice Program was accredited with distinction by the American Nurses Credentialing Center (ANCC).

# October



This year's AMMP (Association of Multicultural Members of Partners) scholarship recipients.



The LVC Retail Shops and Images Boutique implemented a wig-donation program to help under-insured patients who may not be able to afford wigs on their own.



First cohort of employees enrolled in program to help elevate service employees into skilled clinical roles through education, financial support, and career-coaching.

## 2020 Yvonne Munn Nursing Research Awards



Principal investigator: Phoebe Wells, RN, for her study, "Do Non-Pharmacologic Interventions Decrease Stress in Antepartum/Postpartum Patients or Special Care Nursery Mothers?"



Principal investigator: Jeanne Dolan, RN (left), with mentor: Paul Arntsen, RN, and team members (l-r) Aynsley Forsythe, RN, and Karen Szesziel, RN, for their study, "Mindfulness-Based Intervention for PACU Nurses."

(Not pictured): Principal investigator: El Bobrowich, RN; mentor: Sara Looby, RN, and team member, Robert Goldstein, MD, for their study, "An Exploratory Study Evaluating Clinical, Psychosocial, and Environmental Care Needs of Gender Minorities at a Transgender Health Program."

## 2020 poster award winners



Chris Curtis, RN, won in the category of Emerging Researcher for the poster, "Implementation of a Standardized Electronic Hand-Off Tool for Advanced Practice Provider Patient Transfer." (Not pictured: Laura Andrews, RN)



Gregory Conklin, RN; Virginia Capasso, NP; Janet Gail Umphlett, RN; Franchesca Carducco, RN; Cyndi Bowes, NP; and Lisa Philpotts, RN, won in the category of Evidence-Based Practice for their poster, "Skin Care Guidelines: what is the Evidence Regarding Topical Agents on Skin during Radiation Delivery?"



Susan Maher, RN; and Esteban Franco Garcia, MD (pictured above); along with Carmen Zhou, MD; Manlynn Heng, MD; Maria Van Pelt, RN; Oluwaseun Aleje, MD; and Saleeq Qurashi, MD, won in the category of Original Research for their poster, "Nutritional Status is Associated with New-Onset Delirium in Elderly, Acute Care, Orthopedic Trauma Patients: a Single-Center Observational Study."



(Front row l-r): Stephanie Qualls, RN; Michelle Crocker, RN; Karen Miguel, RN; and Sean Wang; (back row): Colleen Snyderman, RN; Virginia Capasso, NP; and Mary Ann Walsh, RN, won in the category of Advanced/Mid-Career Nurse Researchers for their poster, "Pressure-Injury Development, Mitigation, and Outcomes in Patients Prone for ARDS due to COVID-19."



Margaret Settle, RN (right); and Kim Francis, RN (left); along with Elizabeth Farland; Sergei Roumiantsev, MD; and Paul Lerou, MD, won in the category of Advanced/Mid-Career Nurse Researchers for their poster, "Comparison of Salivary Biomarkers with Infant-Driven Feeding" (IDF) scores."



Jennifer Duran, RN, won in the category of Quality Improvement for her poster, "Nurse-Driven Implementation of Bubble CPAP in a Ugandan Nursery."



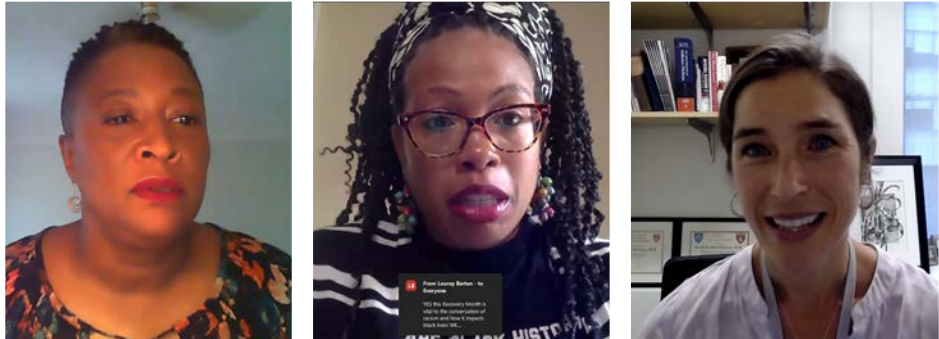
Scene from this year's Clinical Research Nurse Reception, taken before implementation of the Universal Mask policy.



During the pandemic, the Pediatric ICU began accepting adult COVID-19 patients, a new population for these caregivers. Above are members of the combined Pediatric-Medical ICU team.

Virtual Nursing Research Day featured an on-line poster display, presentation of the Munn Nursing Research Awards, and winners of the poster awards.





This year's virtual Recovery Month kick-off event featured Tracie Gardner (left), vice president, Policy Advocacy Legal Action Center; Ayana Jordan, MD (center), assistant professor, Yale University School of Medicine; and Sarah Wakeman, MD (right), medical director for the MGH Substance Use Disorder Initiative. They presented, "Developing an Anti-Racist Recovery Movement: Deconstructing and Challenging Current Policies and Practices."



Four MGH nurses were among those featured in Reebok's campaign to launch their new 'Wonder Woman' shoe line.

# Caring

Headlines

October, 2020

## Pandemic brings adult patients to the PICU



*Staff rise to the occasion, learning new skills to care for new patient population*

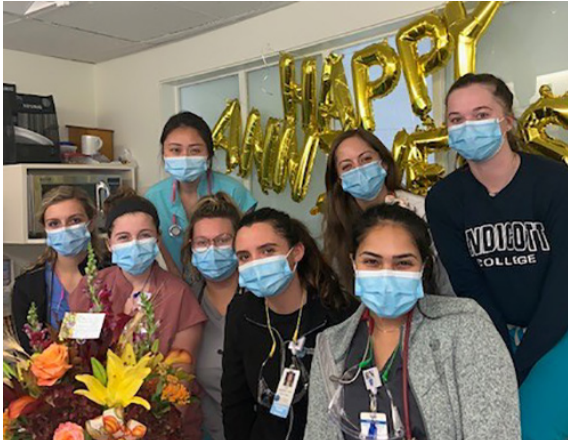
Staff nurse, Cheri Boulanger, RN, cares for adult patients in the Pediatric ICU at the height of the COVID-19 pandemic.

**Nursing & Patient Care Services**  
Massachusetts General Hospital



Sahar Khalaj, RN, staff nurse on the Transplant Unit and a major in the US Air Force Reserves, served a tour in Afghanistan. To thank her unit for their kindness and support during her deployment, she nominated them for a Patriot Award.

# November



The Bigelow 7 General Medicine Teaching Service Unit observed its one-year anniversary and celebrated the success of its multi-disciplinary team in creating a culture of excellence and a cohesive practice environment.



(Above): Before COVID restrictions, Lunder-Dineen held its MOTIVATE workshop with guests from the University of New England College of Dental Medicine.



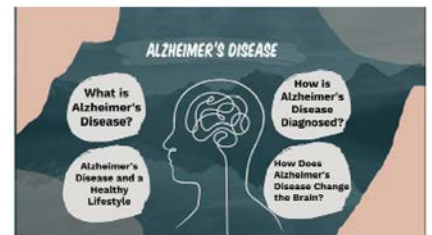
The Lunder-Dineen Health Education Alliance of Maine observed its 10-year anniversary of helping to improve the health of Maine residents by providing high-quality, health education to health professionals and the communities they serve. Pictured above (top); Time to Ask primary care practice staff and employees.

## Education/Support

### Blum Center continues to be valuable resource throughout pandemic

— by Maryam Dayib and Kimberly Mankus, health educators

For the safety of patients and staff, the Maxwell & Eleanor Blum Patient and Family Learning Center closed in March due to the COVID-19 pandemic. By transitioning many Blum Center services to virtual platforms, we have been able to remain a vital resource for patients, families, and staff. The Blum Center continues to conduct searches of archives and databases to provide accurate, up-to-date resources for patients, families, and staff.



Virtual Health Information Table as seen in Prezi

The popular educational series featuring live presentations by Mass General content experts, once held in the Blum Center, has moved online and is now being offered via Zoom. These webinars have attracted more than 850 attendees and provided information on a wide

range of topics, including parenting during the pandemic, cancer genetics, general nutrition, alcohol/vaping, and more.

The Blum Center continues to offer its monthly health information table

on-line using the interactive presentation platform, Prezi. At the beginning of each month, a new presentation is offered; the link can be found on all Blum Center social media pages. Topics are chosen based on requests from patients and staff or to coincide with events recognized by the National Health Observances Calendar, which is dedicated to raising awareness about a variety of health and wellness issues.

Blum Center health educators and project specialists continue to offer plain-language consultations and, along with other MGH professionals, produce patient-friendly, educational materials.

We look forward to continuing the important work of supporting patients and families in their efforts to educate themselves about their health, and collaborating with members of the MGH community to improve patient-education materials.

For more information about the services offered by the Blum Patient and Family Learning Center, call 617-724-7352, like us on Facebook ([facebook.com/MGHBlumCenter](https://www.facebook.com/MGHBlumCenter)), or follow us on Twitter (@MGH\_BlumCenter).



Page 8 — Caring Headlines — November 19, 2020

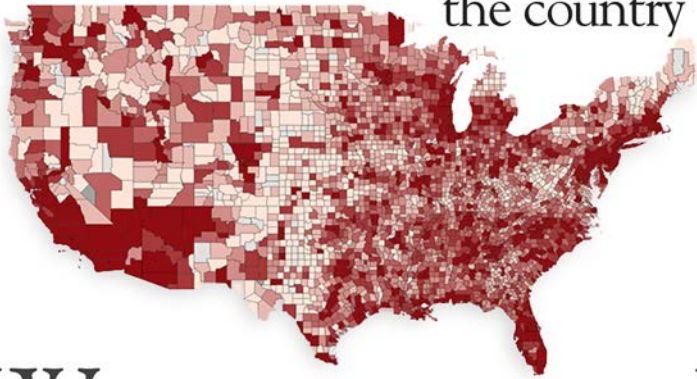
Due to COVID, the Blum Center closed in March but continued to provide vital services such as conducting searches of archives and databases to provide up-to-date information for patients and staff.

# Caring

Headlines

November 19, 2020

As COVID cases rise across  
the country



## We are prepared

See Debbie Burke's column on page 2 to see what  
Nursing & Patient Care Services COVID Task Force subgroups  
are doing to prepare for a potential second surge

Nursing & Patient Care Services  
Massachusetts General Hospital

### DAISY Awards



Nicolette Sweet, RN  
Center for Perioperative Care

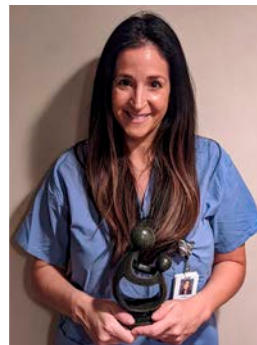
Honorees  
of the fall DAISY  
Award presentations.  
Seven staff nurses  
were caught off  
guard when the  
DAISY brigade  
arrived on their unit  
to celebrate their  
skill, compassion, and  
exemplary care.



Robert Maillet, RN  
Yawkey 8 Infusion Unit



Dianne Johnson, RN  
Yawkey 8 Infusion Unit



Angela Reddington, RN  
Lunder 6 Neuroscience ICU



Kristina LeVasseur, RN  
Lunder 10 Oncology



Jennifer McMullen, RN  
White 8 Medical Unit



Kayla Gordon, RN  
Bigelow 7 Medical Unit



Child life specialists: Becky Warsofsky, CCLS; Laurel Schnitman, CCLS; Eva Mintz, CCLS; and Casey McGoldrick, CCLS, helped bring some normalcy to pediatric patients on Halloween.

# December

## Vaccinations



The year ended on a positive note with many front-line caregivers receiving the COVID vaccine, including (l-r): PACU nurses, Michelle McGee, RN; Deb Nelson, RN; Diane Herald, RN; and Sandy Brown, RN.



Rochelle Walensky, MD, new director of the CDC, received her vaccination at MGH from staff nurse, Jen Lisciotti, RN.



Belza Betancur, RN, clinical nurse, Blake 12 ICU, was the first person vaccinated at MGH.

## Transgender Day of Remembrance



In addition to honoring the more than 350 transgender, non-binary, and gender-diverse people who were targeted and killed this past year, the MGH Transgender Day of Remembrance featured the art work of trans artists, Féi Hernandez and Malachi Lily.

### MINDFULNESS - Another Type of PPE

PSYCHOLOGICALLY PREPARED ENGAGEMENT

**Begin your shift with Breath Awareness**

Try beginning your workday by taking a moment to pause for a 'Mini'. Minis are quick and easy exercises designed to release tension, deepen relaxation, and increases clarity of thought.

**A start of shift Mini:** While breathing in and out, repeat to yourself....

"I know I am breathing in" --- "I know that I am breathing out"

"Breathing in makes me calm" --- "breathing out I am relaxed"

"Breathing in I smile" --- "breathing out I am grounded"

<p><b>During the Day Reminders: Stop!</b></p> <p>#1. Self-awareness and positive self-talk are calming and helps to reduce anxiety.</p> <ul style="list-style-type: none"> <li>• "I am bringing my best to this day"</li> <li>• "We know more about COVID than we did 9 months ago"</li> <li>• "I can ask for support and help when I need it"</li> </ul>	<p><b>During the Day Reminder: Reflect!</b></p> <p>#2. Schedule 'pauses' to refocus during the day.</p> <ul style="list-style-type: none"> <li>• When you sit at the computer to begin documentation use the breathing Minis to rebalance and refresh</li> <li>• when Calstatting, pause and take 4 long, slow breaths</li> </ul>
<p><b>During the Day Reminder: Breath!</b></p> <p>#3. Physical sensation Minis combine breath awareness with a <b>physical focus</b>, such as:</p> <ul style="list-style-type: none"> <li>• Self-massage your hand</li> <li>• Stretch and yawn periodically</li> <li>• When walking, count four paces as you breathe in and four paces as you breathe out</li> </ul>	<p><b>During the Day Reminder: Refresh!</b></p> <p>#4. Check in with your colleagues ...remind each other to 'stop, breath, reflect, refresh'</p> <ul style="list-style-type: none"> <li>• Share humor and laugh together</li> <li>• Share appreciations with each other and words of encouragement</li> <li>• Encourage each other to take breaks, eat lunch or dinner</li> <li>• Reminded one another to drink more water</li> </ul>

**End of day: Establish a habit or create a ritual to close the workday**

As you collect your things at the end of your shift, bring an awareness that the workday is ending. Recall something that you did that was skillful, brought relief or comfort to patient or family members, or brought you satisfaction or joy. Remember that moment and allow yourself to **feel and relive that positive moment**. Mindfully change clothes or put on coat. Now leave the hospital with the day behind you.

In response to feedback from staff during phase I of the pandemic, The Knight Nursing Center for Clinical & Professional Development in collaboration with Social Service, developed a poster on mindfulness and breath-awareness as a form of stress-management.



MGH Waltham Medical Group Internal Medicine and Pediatric teams proudly displayed T-shirts given to them during the pandemic in recognition of their selfless service and dedication.



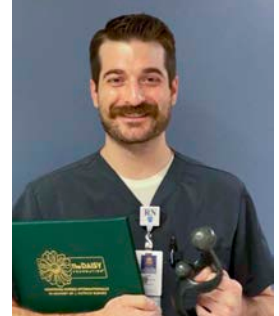
Brianna Meade, RN  
Blake 12 CU

## DAISY Awards

Five more staff nurses became DAISY Award recipients, recognized for their skill, compassion, and exemplary care.



Emily Lloyd, RN  
Pediatric ICU



Ryan Keogh, RN  
Blake 11 Psychiatric Unit



Kate Anastasi, RN  
Plastics and Burn ICU



Amanda Norton, RN  
Bulfinch Medical Group

# Caring Headlines

December, 2020

## Neonatal ECMO simulation training



See story on page 6

Members of the inter-disciplinary Neonatal ECMO Team confirm placement of cannula during recent simulation training.

Nursing & Patient Care Services  
Massachusetts General Hospital



Child life specialists, Jamie Rossi, CCLS, and Briana Tierney, CCLS, prepare arts & crafts materials for their young patients.

# PCS Photo Gallery



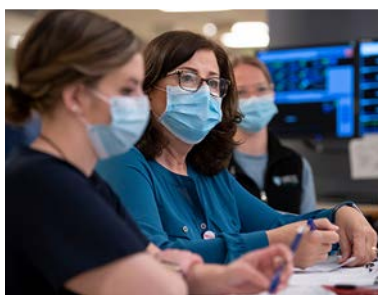
Staff nurse, Mary Elizabeth Bedenbaugh, RN, (center) named 2020 AMMP diversity champion at Martin Luther King, Jr. breakfast.



Vascular Access Team celebrated National IV Nurses Day with members of the BWH Vascular Access Team.



Newly board-certified physical therapy clinical specialists (l-r): Alexandra Smith, Lisa Moran, Lauren McGlone, Audra Wallace, Monica Warren, and Amanda Barry, at APTA conference in Denver.



The role of case manager evolved quickly to meet changing needs during pandemic. Above, case manager, Nancy Mathews, RN.



Angela Reddington, RN, Jared Jordan, RN, and Juna Stiven, RRT, transfer patient to MICU for treatment.



Dannie McGonegal, LICSW, social worker (right), and staff nurse, Aileen Patel, RN, adapted quickly to the 'new normal.'



During the surge, NICU nurses created re-fueling bags for their colleagues in ICUs, Respiratory Therapy, and Police & Security.



Respiratory therapist, Cassandra 'Cassie' Batchelder, RRT, accompanies patient going in for CT scan.



Spiritual care providers, Kate Gerne (left) and Rev. Donna Blagdan, deliver cookies and resiliency support during surge.



A moment of reflection on the Bulfinch Lawn in honor of George Floyd.



Staff of Lunder 9 sent reassuring message to the community: "Hang in there, Boston, we've got your back!"



Respiratory therapists and other critical health professionals encouraged the public to stay home during pandemic.



Knight Simulation Center team leads exercises in portable simulation center they created on Lunder 9.



Proning Team, helped keep COVID patients comfortable with evidenced-based body positioning.



Providing safe, high-quality care at Chelsea Respiratory Illness Clinic.



Nurse anesthetists celebrated National CRNA Week



MGH nurses attended New England Regional Black Nurses Association annual awards ceremony.



Twinkie was furloughed during the pandemic along with his other pet-therapy colleagues.



A wedding in the MICU.



Infection Control team worked tirelessly implementing procedures to keep patients and healthcare workers safe during pandemic.



Child life specialist, Katie Weagle, CCLS, provides distraction during MRI (pre-Covid).



PT aides clean ID badges, phones, and common areas to help prevent the spread of COVID.



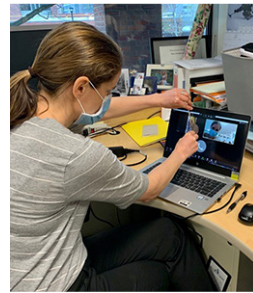
Emergency Department nurse, Alyssa Marceau, RN.



Unit service associate, Elias Carrion, as drawn by artist, Amy Fox Ferreira



(Left): inpatient Occupational Therapy team celebrates Occupational Therapy Month; (right): certified hand therapist, Katie DeMello, OTR/L, during virtual occupational therapy visit.



After 28 days, physical therapist, Lauren Detmer, PT, returned to work after testing positive for the coronavirus.



Clinical nursing supervisors played a pivotal role in our response to the COVID pandemic.



Nursing director, Melissa Jocelyn, RN, was at Logan Airport when Patriots' plane carrying shipment of N95 masks arrived from China.



White Building was adorned with giant traveling 'Thank-you,' sign created by Luminous Letter Company of Suffield, Connecticut.

# Looking to the future...



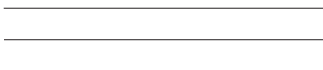
Featured above (l-r): Karen Waak, DPT; Trista Armstrong, CCT; Pouna Souvanasing, RRT; Laura Prout, RN, CNS; and Christine Maloney, RN.

Special thanks to Jeffrey Andree, Paul Batista, Kate Flock, and Michelle Rose, who took many of the photos that appear in this issue of *Caring*; and Sarah Evans, Maria Lopez, Lindsey Ruane, and Kathy Grady for their efforts behind the scenes.

Thanks also, to staff of Practice Improvement for providing the quotes from patients and families that appear on page 19.



Returns only to:  
Volunteer Department, GRB-B 015  
MGH, 55 Fruit Street  
Boston, MA 02114-2696



First Class  
US Postage Paid  
Permit #57416  
Boston, MA