

working together

A NEWSLETTER FOR EMPLOYEES AND STAFF | WINTER 2016

ALSO IN THIS ISSUE:
GIVING PATIENTS AND
STAFF A LIFT PAGE 4

20 YEARS OF THE CAM NEELY
FOUNDATION'S GENEROSITY PAGE 8



Meet

the Toughlings

PAGE 5



Tufts Medical Center

Floating Hospital
for Children
at **Tufts** Medical Center



In This Issue

- 02 Severe Weather Policy
- 03 Home is Where the Heart is
- 04 Giving Staff and Patients a Lift
- 05 Meet the Toughlings
- 06 Keeping it in the Family
- 07 Physicians Educate on Labor Epidural Analgesia in China
- 08 Celebrating The Cam Neely Foundation's 20th Anniversary
- 10 New Partnership with Cape Cod Healthcare Mentor a High School Intern for the Summer
- 11 Driving Out Breast Cancer... One Car at a Time!
- 12 Graduation Medical Education and Leadership Training Philanthropy
- 13 There's More Than What Meets the Eye
- 14 Heart Transplant Program Celebrates 30 Years From Building Submarines to Healthcare Process Improvement
- 15 Meet Your Colleagues
- 16 Praise from our Patients New Research Awards Classified Ads

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COMMUNITY

Clearing Up Our Severe Weather Policy

S-N-O-W. Those four little letters may bring back memories of difficult commutes, endless shoveling and some confusion over our severe weather policy. Last winter also prompted many of our colleagues to take extraordinary measures to ensure they were here for our patients; we were proud to celebrate some of their stories in an award-winning issue of *Working Together* and feature them on TV and radio.

President and CEO Michael Wagner, MD pledged to make our policy clear and transparent for this winter. Frontline staff, leaders, our Employee Engagement Council and others gave input and feedback to create a policy with clear, consistent guidance across our campus while giving managers flexibility to work with team members to care for patients. The policy was shared with all employees earlier this month.

Our new policy sets three levels of weather advisory:

- ▶ Level 1 is the lowest, with light snow and light winds
- ▶ Level 2 includes moderate snow and winds, with a winter storm watch or warning, and the MBTA is running with moderate delays
- ▶ Level 3 is the highest, with heavy snow and high winds, a blizzard warning, states of emergency/road closures/driving bans in Boston and Eastern Mass, and heavy delays or closing of MBTA routes.

Each level spells out:

- ▶ What is open or closed at Tufts MC
- ▶ Which employees are required to be at the Medical Center or at a clinic
- ▶ Attendance expectations
- ▶ Resources available to help team members plan ahead and/or get to work safely.

The new policy also recognizes that while all employees are vital to the Medical Center's operations, during severe weather, there are differences in jobs that provide or support direct patient care and snow operations and those that do not. For example, it will be easier for those who must be here to care for patients to get to work if those who don't are not taking up scarce parking spaces.

Team members gave the most feedback around the use of precious time off when clinics or areas were closed and the inconsistencies across our Medical Center. The new policy addresses those concerns by providing specifics regarding:

- ▶ Scheduled and unscheduled time off
- ▶ Going unpaid under certain circumstances
- ▶ Joining a labor pool to help where needed
- ▶ Discussing making up lost time with the manager.

If you haven't seen the Severe Weather Policy, please ask your manager to print a copy and discuss what it means for your area. The policy is also available through our intranet homepage. ■

Severe Weather Policy Clarification Highlights:

- ▶ Clarifies 3 levels of winter weather/snow activity and their effect on Medical Center operations
- ▶ Sets job categories, expectations, resources and attendance for all 3 levels
- ▶ Offers safe commuting/planning ahead options for those who need to be on site
- ▶ Spells out what job categories are required to be on site and which aren't required to be on site to ensure safe patient care during a Level 3 weather emergency (the highest level)
- ▶ Provides options for those who don't need to be on site, including coming in to be part of a labor pool, using paid time off/vacation, going unpaid, possibly making up lost time and, for some, working at home
- ▶ Sets expectations and options for Ambulatory Clinic staff if clinics are closed.

COMMUNITY

Home is Where the Heart is

TUFTS MC NURSE GIVES LOVE, STABILITY TO BABIES BORN WITH A DRUG ADDICTION THROUGH FOSTERING, ADOPTION

As a nurse and Professional Development Director in the Tufts Medical Center Neonatal Intensive Care Unit (NICU), Shelly Sepulveda, RN, has a deep passion for caring for the smallest and sickest of babies. But it's more than the compassionate care she provides inside the NICU that makes Shelly so extraordinary. It is what she has done when many of these babies are ready to leave the NICU that truly sets her apart.

Over the past decade, Shelly and her wife Tami (a former NICU nurse of 20 years herself) have opened up their home and their lives to NICU babies who have no safe place to go upon discharge. In that time they've fostered 16 children, three of whom they ultimately adopted; a fourth adoption of a toddler who spent four months in the Tufts MC NICU and the past two years in foster care with the Sepulvedas, is in process. Every one of these children was born with neonatal abstinence syndrome (NAS)—narcotic withdrawal resulting from maternal drug use during pregnancy.

"We are in the midst of one of the worst epidemics of opioid abuse in this country's history; the number of babies born with this condition has quadrupled in the past several years," said Chief of Newborn Medicine Jonathan Davis, MD. "Shelly has gone above and beyond any reasonable expectations in her commitment to helping these children who need the highest level of care and attention."

Many NAS kids have severe long-term health problems and developmental issues and the Sepulvedas' children are no exception—seven-year-old Abby was born with HIV; seven-year-old Shaelin has ADHD, as does the couple's oldest and only biological child, 10-year old Sam; six-year-old Tyler required a craniotomy at six months to restructure his skull so his brain could grow; and the two-year-old boy Shelly and Tami are in the process of adopting was recently diagnosed with autism and requires 17 hours of therapy per week.

"It's not simple or easy," Shelly admitted. "But these kids are worth it. We can't imagine our lives without these children and I don't know what we would do if we didn't have them in our lives. They have grounded us and have defined who we are as a family."



Tami (center L) and Shelly Sepulveda (center R) and their four oldest children.

A Life-changing Tragedy

The Sepulvedas' passion for giving NAS babies an opportunity for a better life was first kindled when both women worked in a NICU at a hospital in Arizona in the early 2000's. Tami cared for a baby named Isaac, who tragically died from neglect and mistreatment after being discharged from the NICU into the foster system. Tami and Shelly were deeply affected by Isaac's death and vowed to make it their life's work to prevent this sad situation from recurring.

"We knew we had to take action so that something positive came out of this tragedy," Shelly said.

Fostering and Adoption

So the Sepulvedas set out on the long road to becoming a certified foster family. Upon satisfying all the requirements—including 10 weeks of foster care classes and a Department of Children & Families home study—Shelly and Tami were approved for foster care. While at first they did not intend to adopt—the adoption process is long and complicated—Shelly and Tami grew to love the children in their care and were overjoyed to give a permanent home to those with no other options.

"I was extremely fortunate to grow up in

a loving, supportive family," said Shelly. "These kids deserve a chance to experience the same happy childhood that I had."

Advancing the Cause

In addition to fostering and adopting NAS babies, Shelly and Tami also are committed to promoting awareness of foster care and advocating for increased community participation in bettering the lives of these children.

"Foster kids have nothing, not even a blanket," said Shelly. "People can help in many ways in addition to fostering and adoption—through donations of clothes, participation in mentorship programs and public advocacy in state and local government. Many of these kids' parents and grandparents were in foster care too. Our goal is to motivate families to make a difference, help break the cycle and have a real impact on these children's lives and futures. We want people to hear our story and say, 'if they can do it, we can do it too!'"

"We are the Lucky Ones"

The Sepulveda's advocacy efforts have been buoyed by the tremendous outpouring of support they have received from friends, family and colleagues.

"Everyone in the Tufts MC NICU—and throughout the organization—has been so incredibly kind and supportive," said Shelly. "But when people say how fortunate our kids are to have us, we tell them that we are really the lucky ones to have these children in our lives. They are the ones that fulfill and complete us. We don't see ourselves as heroes."

There are four young children—and countless others—who would respectfully disagree.

To learn more about fostering and adoption, please visit the websites of the Massachusetts Adoption Resource Exchange (www.mareinc.org), the Department of Children and Families (www.mass.gov/eohhs/gov/departments/dcf/) or Adopt US Kids (www.adoptuskids.org). ■

Giving Staff and Patients a Lift

"All it took was one time."

"I was in a hurry."

These phrases come up often when staff members talk about how they were injured while lifting a patient. Whether early in their careers or seasoned veterans, they knew the importance of using proper lifting techniques, getting assistance from co-workers and using available equipment to help lift a patient. But they were injured in lifting a patient because their body was slightly incorrectly positioned or they didn't wait for help or trust the equipment. Some of these staff members required surgery and others were not able to return to their jobs after the injury.

Enter the Safe Patient Handling Team—a group of employees from across the Medical Center dedicated to preventing these injuries. The team has worked for two years to craft a Minimal Lift Policy and Procedure that represents a shift in culture for our staff—moving employees away from physically lifting patients and toward using tools to do the lifting.

Right Tools and Training

Along with the policy, we must have the right tools in place and train staff to use them. In early December, every medical/surgical unit, Floating 7 and Ambulatory, received new, easy-to-use portable mechanical lifts that can safely move a patient from bed to chair or commode with just two staff members; this process used to often take four or more staff members. In the event of a fall, the lifts can even pick up a patient from the floor. The sling used to safely cradle the patient stays with that patient until discharge, then is thrown away.

Super Users Lead Change

Professional Development is leading the staff training, beginning with 60–70 "super users" who have experience operating the lifts. They are now educating their colleagues and championing the cause.

"This [super user] model is very important in helping to change practice and behavior," said Diane Gillis, Director of Professional Development for Patient Care Services. "We are ahead of most other hospitals in Boston."

Among the first to be trained to use the lifts: 22 new clinical care technicians.



Clinical Instructor Carol Gorham, RN, (center) guides Proger 5N Med/Surg Telemetry Float Nurse Lori Jennings, RN (L) as she uses our new patient lifting equipment to move Cardiac Transplant Unit Nurse Lauren Corley, RN from a chair to a bed. Jennings and Corley, who are both new to Tufts MC, said the equipment is very easy to use and taking turns being the "patient" helped them feel secure in using it.

Addressing Staff Concerns

Listening and responding to staff concerns is an important step in organizational acceptance of the new lifting tools. Some of our medical/surgical units had an older lift model, but staff were worried that the slings were too narrow to hold a patient in a stable, secure way. The Safe Patient Handling Team chose the new lifts to address those concerns.

In addition, our ICUs have lifts built into the ceilings. The Safe Patient Handling Team learned some staff had become wary of using these lifts because the bleach used to launder the slings weakened the material. Tufts MC bought new slings and changed the way they are washed, helping staff re-build trust in their equipment.

The lifts are just one piece of available equipment; staff can also use a slide board or Hovermatt to move a patient between bed and stretcher. Both make it easier to slide the patient instead of lifting.

"We want to practice safe lifting, for both our staff and our patients," said Clinical Instructor Carol Gorham, RN, a super user for the lifts and a member of the Patient and Family Advisory Council. "Patients of size worry our staff members will accidentally drop them or even hurt themselves while trying to help the patient move from the bed to a chair or get up to use the bathroom."

The use of mechanical lifts or other equipment makes sure everyone, patients and staff, is safe and comfortable—well worth the shift in our culture. ■

Meet The Toughlings

FLOATING HOSPITAL INTRODUCES NEXT PHASE OF MARKETING CAMPAIGN



In 2015, we launched a fresh new marketing campaign for Floating Hospital for Children. The central message of the campaign—You Don't Have to Be Big to Be Strong—speaks volumes about our patients' strength and our staff's commitment. We introduced this message through a powerful video and social media. We also began to brighten our physical spaces by installing messages from the video in the elevator banks, wrapping our MRI trailer with photos of our patients and hanging posters to proudly reinforce our message. "No matter what mood I'm in, whenever I see those kids' faces on the trailer, some of whom I know, it changes my mood to a good one," said Sandra Pelton, Senior Clinic Coordinator in the Center for Children with Special Needs.

Joyful, inspirational messages are also key components of the campaign.

"One of the takeaways we gathered early-on in speaking with staff, parents and patients, was that we needed to develop a more child-friendly atmosphere," said Interim Pediatrician-in-Chief and Chief Administrative Officer at Floating Hospital Rashed Durgham, MD. "Hospitals can be overwhelming for children, and we want to make kids feel more comfortable when they are here."

Enter The Toughlings—a group of characters created to remind kids, "You Don't Have to Be Big to Be Strong."

Who are The Toughlings?

The Toughlings are a group of five small-but-mighty animals with strengths much greater than their size would suggest. They were created exclusively for Floating Hospital by the artists behind the popular children's book series and television program, *The Octonauts™*.



The five animals include: Sage, a wise owl; Mica, a resilient ant; Buff, a loyal badger; Elbo, an adaptable octopus; and Cozi, a cheerful turtle.

The Toughlings' job is to brighten our physical spaces, make them more child-centric and remind kids getting their care here of their inner strength. When children come across a Toughling, it gives them encouragement that they will be able to handle anything that comes their way.



The newly updated Floating 3 elevator bank.

"We're finding that not only do patients identify with one or more of these animals, but so do staff," said Manager of Public Affairs and Communications for Floating Hospital Laura Pierce. "People are excited about the changes and there already have been requests to use The Toughlings in other ways to support the campaign."

If These Walls Could Talk

The beautiful habitats in which The Toughlings live (for example, Elbo's environment is



the ocean on the Street Level) can be found in the elevator banks on Floating Hospital's 6th floor, 3rd floor and Street Level. Additional Toughling elevator worlds will be added to the 2nd, 4th and 7th floors.

"The wall designs in Floating Hospital are fabulous," said PICU Nurse Joli Omara, RN. "They are invigorating, fun, cheerful and have generated a lot of positive attention."

Which Toughling Are You? Find Out!

In addition to the facility enhancements, we have created www.TheToughlings.org to provide information about The Toughlings and their unique attributes. Patients (or parents and staff) can even take a quiz to find out which Toughling they are.

Child Life is using The Toughlings when working with patients, and soon there will be stickers of The Toughling characters available for patients. There will be many other opportunities in the future to use The Toughlings to make our facilities more engaging and comforting for children.

Building Awareness of Floating Hospital

In addition to this internal work, we will embark on a larger, external marketing campaign this year, which includes infusing The Toughlings look and feel into the website and integrating affiliate hospital campaigns into the larger brand message.

Stay tuned for more ways The Toughlings will enhance our spaces and comfort our patients.

Have a suggestion? Contact Manager of Public Affairs and Communications for Floating Hospital Laura Pierce at lpierce1@tuftsmedicalcenter.org or Web and Communications Specialist Jackie Anderson at janderson6@tuftsmedicalcenter.org. ■



Keeping it in the Family: Fulfilling the American Dream



Claudette Fenton (L) and Ina Butler. The sisters have combined for more than 72 years at Tufts MC.

At Tufts Medical Center and Floating Hospital for Children, we take great pride in treating each patient as if he/she were a member of our own family. So it's really not surprising that strong family ties run deep throughout the institution. Here is one of many family legacy stories at our Medical Center:

Tufts Medical Center held a special place in the hearts of sisters Ina Butler and Claudette Fenton long before they began working here.

More than 50 years ago, their mother, Mavis Malcolm, immigrated to the United States from Jamaica, in search of a better life for her family. She left behind her husband, 11 children and their family farm to settle in Boston, where she took a job as a dietary aid at Tufts Medical Center. Malcolm's husband and children would soon follow her—both to Boston and to Tufts MC.

"Tufts Medical Center will always mean a great deal to me and my family," said Butler. "My mother was a Tufts MC employee for close to three decades, my

father worked in Environmental Services for 15 years after coming to this country and Claudette and I have siblings, children and in-laws who have worked and volunteered here throughout the years. This family connection is a big part of the reason why I couldn't ever see myself working anywhere else."

"It's difficult to walk away from a place that is such an important part of your life," agreed Fenton. "I was married and had two sons while working here. Our family has put so much time and energy into the Medical Center over the years. We really have been invested in this place."

Butler has spent the entirety of her 40-year professional career at Tufts MC—the first 31 years in Information Services and the last nine as a practice coordinator in Dermatology.

"I always liked the camaraderie here and the welcoming nature of the hospital," said Butler. "I've seen plenty of people come back to Tufts MC after leaving, because they missed the family atmosphere."



Ina Butler's first Tufts MC ID card from 1975.

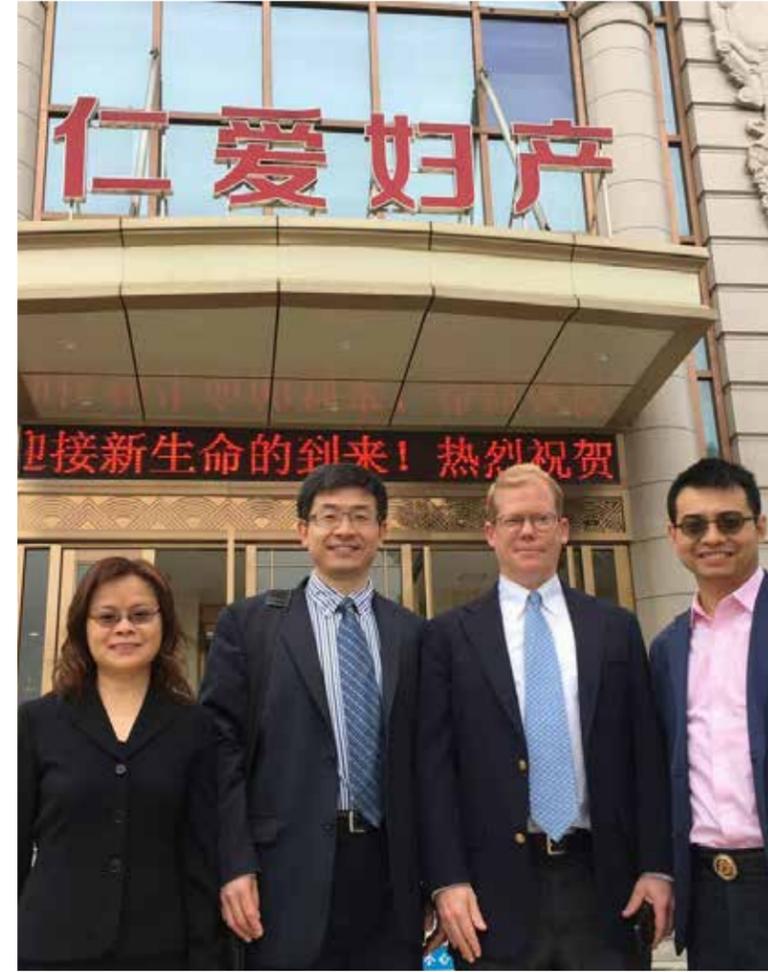
Fenton has logged 32 years at Tufts MC, primarily in the Finance Department, where she currently serves as a Fixed Asset Manager. While Fenton did not intend to spend so many years with the same organization, something intangible about the Tufts MC culture genuinely appeals to her.

"There's a scrappiness about this place with which I have always identified," said Fenton. "Institutionally, we always find a way to bounce back."

But perhaps the primary reason behind the sisters' steadfast loyalty to the organization is the high-quality care they and their families have received for a half-century.

"The great care we provide makes me proud to be a Tufts MC employee and is the driving force behind why I have stayed," said Fenton. "I would not have continued to work here all these years if I didn't think the care was exceptional." ■

Physicians Educate on Labor Epidural Analgesia in Tufts MC's First-Ever Medical Mission to China



(L) Tufts Medical Center physicians Liwen Tang, MD (L), Peishan Zhao, MD, PhD (second from L), George Graham, MD (second from R) and Vice President of Nanchang RenAi Maternal Hospital Le Xu (R) in front of the hospital's main entrance. (R) Tufts Medical Center physicians, discuss labor epidural analgesia with doctors and nurses on the Labor and Delivery floor at ZunYi Women and Children's Hospital.

According to the World Health Organization, the rate of cesarean delivery in China is the highest in the world.

"A widespread fear of labor pain has resulted in a high percentage of patients requesting a c-section, leading to China's 46.2 percent cesarean rate," said Anesthesiologist Peishan Zhao, MD. "While labor epidural analgesia is commonly used in the United States, it is not widely provided by hospitals or used by patients in China, because of the misconception that the medication will harm the baby and mother."

With the goal of promoting the safety of labor epidural analgesia and encouraging

vaginal birth, Dr. Zhao organized a trip to China in early November, 2015. He was joined by Director of the Perinatal Diagnostic Center George Graham, MD and Pediatric Cardiologist Liwen Tang, MD. The three physicians visited ZunYi Women and Children's Hospital and Nanchang Hospital in underserved areas in China, and taught the local medical staff how to manage labor epidural analgesia and possible complications. They also worked side-by-side with the care teams in the labor & delivery and operating rooms.

In addition, the three physicians presented at a conference on "No Pain Labor

and Delivery and Obstetric Hot Topics." Their lectures were attended by more than 350 health care providers from hospitals across the city.

"We were very pleased and encouraged that our visit and message were so well-received," said Dr. Zhao. "We are hopeful that the success of this mission will bring better clinical outcomes for Chinese patients and also lead to further future collaboration between ZunYi Women and Children's Hospital and Nanchang Hospital and physicians at Tufts Medical Center." ■

Celebrating 20 Years of Critical Support for Cancer Care and Research

THE CAM NEELY FOUNDATION'S GENEROSITY HAS HAD A PROFOUND IMPACT ON THE CARE AND EXPERIENCE OF TENS OF THOUSANDS OF TUFTS MC CANCER PATIENTS.



Boston Bruins President Cam Neely
photo by Steve Babineau

Over the past two decades, The Cam Neely Foundation for Cancer Care, which celebrated its 20th anniversary in 2015, has had a transcendent impact on the delivery of cancer care at Tufts Medical Center; 100 percent of the The Cam Neely Foundation's charitable contributions—nearly \$30 million in total donations since the Foundation's inception—have benefitted Tufts MC and the treatment, research and emotional support of its cancer patients.

"The impact that Cam Neely has had on Tufts Medical Center is immense," said President and CEO Michael Wagner, MD. "He has constantly and consistently supported our patients, our clinicians, our researchers and the larger cancer community. When you walk around Tufts MC, you see so many places he has touched with his philanthropy and

his heart. We are a better Medical Center because of the generosity of The Cam Neely Foundation and all those behind it. It is wonderful to celebrate its 20 years of miracles."

The Perfect Partnership

When NHL Hall of Famer and Boston Bruins President Cam Neely established The Cam Neely Foundation in 1995, he had a clear vision of the type of hospital beneficiary with which he wanted to partner. Neely's parents, Michael and Marlene, passed away from brain cancer and colon cancer, respectively, and Neely wanted to honor their memory by helping other patients and families going through similar difficult experiences. Neely researched and visited a number of Boston hospitals, but ultimately was drawn to the warm culture at Tufts Medical Center, its can-do attitude and the ample opportunities to make a true difference in the lives of cancer patients.

"We are blessed to have been able to help so many people, from The Neely House to the Pediatric Bone Marrow Transplant Unit and everything in between, at both Tufts Medical Center and Floating Hospital for Children," said Neely. "As a Foundation, we look forward to continuing to provide comfort, support and hope to cancer patients and their families."

The Neely House

The Cam Neely Foundation is comprised

of The Neely House and The Neely Cancer Fund. Since 1997, more than 6,500 Tufts MC cancer patients and their families have taken up short- or long-term residence at The Neely House on Farnsworth 5 while undergoing treatment at Tufts MC. The only on-site hospital hotel of its kind in Boston, The Neely House has 16 rooms (including two shared kitchens and two shared living rooms) that can be rented for a nominal cost, which The Cam Neely Foundation covers in full in cases of financial hardship. Tufts MC patients receiving treatment for a current cancer diagnosis, and their families, can stay at The Neely House for as long as is needed. In addition, The Neely Pediatric Bone Marrow Transplant Unit on Floating 6 includes a "mini Neely House," with three apartments within the unit. Just steps from the pediatric patient rooms, families of inpatients are welcome to stay, free of charge.

"The Neely House is a place where cancer patients and families can feel removed from the hospital environment but still be close to their ongoing treatments," said Director of Operations & Events for The Cam Neely Foundation Danielle LaVoie. "The environment promotes peace and calm while offering convenience and affordability, so patients and families have fewer things to worry about and can direct their full focus toward getting well."

Neely House Mainstay Patricia Rowe Retires After 18 Years

Imagine serving as an innkeeper, confidant and friend to cancer patients and their families—24/7—for 18 years? At the end of December, Patricia Rowe retired from her job as Neely House Manager after nearly two decades of remarkable service in those roles.

In previous careers, Rowe had been a critical care nurse (at one point caring for AIDS patients in New York City at the height of the AIDS crisis) and an innkeeper, a background which made her perfectly suited for the work she undertook here. As Neely House Manager since its opening in 1997, Rowe oversaw more than 6,500 patient/family stays. The emotional resources needed for a job in which many of your guests may create their last memories in your "inn" are obviously considerable. When asked how she did this work for so long, she replied "I just live in a very intimate way with everyone. There are real rewards for that, because you feel like you're really helping."

For the first time in 18 years, Rowe has rented her own apartment in her hometown of Rockport. Leaving her home of nearly two decades isn't easy, but she looks forward to her next chapter with gratitude for what she has experienced. "These 18 years have been more of a gift to me," she said. "It's woven such a wonderful tapestry of my life." ■



Three of the areas at Tufts MC and Floating Hospital renovated thanks to support from The Cam Neely Foundation.

The Neely Cancer Fund

The Neely Cancer Fund supports opportunities to improve the lives of pediatric and adult cancer patients, through treatment, medical research and renovations of clinics and other cancer-related spaces.

"The Cam Neely Foundation's support has been the cornerstone of our clinical cancer research program," said Chief Scientific Officer Richard Karas, MD, PhD. "The Foundation's generosity has allowed us to offer potentially life-saving, cutting-edge treatments to hundreds, if not thousands, of patients over the past 20 years."

"For two decades, no entity has made a bigger impact on cancer care delivery at Tufts MC than The Cam Neely Foundation," said Medical Director of The Tufts Cancer Center Jack Erban, MD. "Every project has been a remarkable success. The Neely brand of cancer care has been nothing short of exceptional, bringing the best possible cancer services and research opportunities to Tufts MC patients."

In all, The Cam Neely Foundation has supported the creation and/or renovation of eight areas across the Medical Center, including The Neely Center for Clinical Cancer Research, The Neely Pediatric Bone Marrow Transplant Unit, The Michael Neely Neuroscience Center and the most recent project, The

Marlene Neely Endoscopy Suite, which is currently under construction.

The Marlene Neely Endoscopy Suite

With the goal of making a state-of-the-art space that is calming and inviting for patients and caters to the needs of clinical staff, The Cam Neely Foundation pledged \$1.5 million toward the creation of The Marlene Neely Endoscopy Suite on Proger 3. The Endoscopy Suite has been specially designed to reflect Marlene Neely's love of Hawaii, with stone and frosted glass creating a comforting and peaceful environment for patients and families. After a lengthy process to secure Department of Public Health approval for the renovation, construction is now underway, with an anticipated completion before the end of 2017.

"The faculty in the Division of Gastroenterology and our patients are eternally grateful to The Cam Neely Foundation for its generous support in helping us modernize and update our entire Digestive Disease Center," said Chief of Gastroenterology/Hepatology Joel Weinstock, MD. "This renovation and creation of The Marlene Neely Endoscopy Suite assures that our patients will receive the best conceivable care in a technologically advanced facility. The Cam Neely Foundation continues to make a real difference in health care, every day and in every way." ■

Tufts MC Spaces Created/Renovated Thanks to The Cam Neely Foundation

2002

The Neely Center for Clinical Cancer Research

2004

The Neely Cell Therapy and Collection Center

2006

The Neurosurgery Department and Outpatient Clinic

2008

The Minimally Invasive Neurosurgical Operating Suite

The Neely Pediatric Bone Marrow Transplant Unit

2010

The Pediatric Hematology/Oncology Outpatient Clinic

2011

The Michael Neely Neuroscience Center (including the state-of-the-art 12-bed Neurosciences Intensive Care Unit)

2015

Construction begins on The Marlene Neely Endoscopy Suite. Expected completion date of late-2017.

Every minute. Every hour. Every day.

FLOATING HOSPITAL AND CAPE COD HEALTHCARE PARTNER TO PROVIDE PEDIATRIC CARE 24/7



CAPE COD HEALTHCARE

In October 2015, we announced our newest partner in pediatric healthcare—Cape Cod Healthcare in Hyannis, MA—where we now provide around-the-clock inpatient pediatric care for children on Cape Cod.

“Through this collaboration, we are able to provide kids on the Cape with the best care as close to home as possible,” said Interim Pediatrician-in-Chief and Chief Administrative Officer at Floating Hospital Rashed Durgham, MD. “We are successfully working with community hospitals from Lawrence to Brockton to help them keep more of their pediatric patients in their communities. When kids do need tertiary-level care, our hospitalists make the transition to Floating Hospital seamless for patients and their families.”

Some of the Best Pediatric Hospitalists Aren't in Boston

Through this new clinical affiliation, Floating Hospital faculty serve as pediatric hospitalists—inpatient pediatricians—at Cape Cod Healthcare, so that children have dedicated doctors overseeing their care, all day and all night. Hospitalists also serve as the vital link between families, specialists and referring pediatricians. Hospitalists work with pediatricians to ensure a smooth transition back to home and school. They consult with medical staff in the Emergency Department and care for newborns in the nursery. Those working on Cape Cod even perform regular rotations at Floating Hospital's Neonatal Intensive Care Unit to increase their expertise and in turn, enhance their community nursery. Hospitalists from our other affiliate hospitals perform regular rotations in Floating Hospital's Inpatient Unit on Floating 7.

Care in the Community

Cape Cod Healthcare becomes the fifth community hospital member of Floating

Hospital's Distributed Pediatric Network, joining Lowell General Hospital, Lawrence General Hospital, MetroWest Medical Center and Signature Healthcare Brockton Hospital.

Floating Hospital neonatologists also oversee the Melrose-Wakefield Hospital's special care nursery; Floating Hospital Specialty Centers in Framingham, Woburn, Chelmsford, Westford and Lawrence provide subspecialist care for children on an outpatient basis.

“We are constantly striving to increase the level of pediatric care in the community and partner with kids, families and local pediatricians,” said Elisabeth Schainker, MD, MSc, Chief of Pediatric Hospitalist Medicine at Floating Hospital. “When it comes to their child's care, travel should be the last thing parents have to worry about.”

To generate awareness of the new partnership with Cape Cod Healthcare, digital ads targeting parents on Cape Cod ran for a month on sites such as Pandora, CapeCodOnline.com, Facebook, Pinterest and Parenting.com following the launch. To learn more, visit www.CapeCodHealth.org/Floating. ■

A Great Way to Make a Difference: Mentor a High School Intern for the Summer

It's never too early to start thinking ahead to the summer months, so why not sign up to be a supervisor for our 2016 Tufts Medical Center Summer High School Internship Program? Each year, Tufts MC partners with the Boston Private Industry Council and the Mayor's Summer Jobs program to provide Boston public high school students with summer internship opportunities. Participating in the internship program is a great way to give back to our community and help develop future leaders and health care professionals, while meeting department/clinic needs.

Our Summer Internship Program has grown dramatically over the years, thanks

to increasing participation from hospital supervisors and managers; our 2015 program included 43 students in a wide variety of departments, including Anesthesiology, Interpreter Services, Accounts Payable, Physical Therapy and Volunteer Services.

The internship program will run for six weeks, 24 hours per week, from Tuesday July 12 to Friday August 19. To request an application (due February 17), or for questions about the program, please contact Community Health Improvement Programs Director Sherry Dong at sdong@tuftsmedicalcenter.org.

Reviews from prior summer internship programs:

“My student was excellent and exceeded my expectations. She was smart and a fast learner and had a great work ethic. I wouldn't change anything. I liked my student so much I want to request her for next summer.”

“My student did a great job! He got along very well with the staff members in the department. We all liked him a lot. He was a very good worker.” ■

Driving out Breast Cancer...One Car at a Time!



Jack Erban, MD presented a certificate of recognition from Mayor Marty Walsh's office to Deb McNeill (L) and Janice Connolly-Laubenstein (R)

In October 2006, a new license plate appeared on Massachusetts roads. The plate featured a pink ribbon and an emphatic message: “Cure Breast Cancer.” Nearly a decade later, a special event in October, 2015 marked the beginning of a yearlong celebration of the plate's 10th anniversary and the start of a fundraising initiative to reach \$1 million raised from license plate sales before the end of the 10th anniversary year.

To date, sales of the “Cure Breast Cancer” license plates have totaled more than \$900,000 for Tufts MC's Diane Connolly-Zaniboni Breast Cancer Research Fund, created in memory of Diane Connolly-Zaniboni, a wife, mother, attorney and Tufts MC patient, who passed away in 2000 at the age of 39 from inflammatory breast cancer, a rare and aggressive form of the disease.

The Diane Connolly-Zaniboni Breast Cancer Research Fund finances three main initiatives: research on both non-inflammatory and inflammatory breast cancer; a visiting professorship on inflammatory breast cancer; and a scholarship program, the Diane Connolly-Zaniboni Scholarship in Breast Cancer Research. Current Zaniboni Scholar, Breast Health Center Physician Rachel Buchsbaum, MD, has received grant funding for her research on breast cancer and how it metastasizes.

A Grassroots Initiative

Following Connolly-Zaniboni's diagnosis in 1998, she and her five sisters, including Janice Connolly-Laubenstein, began to campaign for a Massachusetts license plate to support breast cancer research. By chance, after Diane's passing, Connolly-Laubenstein met Deb McNeill, a breast cancer survivor, at a breast cancer

awareness event in 2004. McNeill was working on the exact same initiative, so when the two women learned about each other's efforts, they joined forces to get the necessary 1,500 signatures to register a special plate in Massachusetts.

“It was a real grassroots effort,” said McNeill. “We did a tremendous amount of work to get the plate on the road.” The core group of volunteers, half a dozen “determined, stubborn women,” dubbed itself the Cure Breast Cancer License Plate Initiative. After about two years of campaigning, they had the necessary signatures to make the license plate a reality. They decided that license plate sales should benefit Tufts MC in honor of Connolly-Zaniboni and the treatment she received at the Medical Center, and because Tufts MC is one of a select few centers in the northeast that has a special interest in inflammatory breast cancer research.

“They deserve a tremendous amount of credit for being able to make this happen,” said Clinical Director of the Cancer Center Jack Erban, MD. “It really was a sustained and very dedicated effort.”

According to Philanthropy Officer Scott Neely, the plates have raised an average of \$104,000 per year since their approval. All proceeds from license plate sales go directly to the Diane Connolly-Zaniboni Breast Cancer Research Fund.

“In addition to raising money for an important cause, the plates keep Diane's memory alive,” said Connolly-Laubenstein.

Approaching a Milestone

A special celebration of the beginning of the license plate's 10th anniversary year was held in the Tufts MC atrium on Octo-

ber 15, 2015. Mayor Marty Walsh's office sent a proclamation honoring the milestone, which Dr. Erban read and presented to McNeill and Connolly-Laubenstein at the event. Dr. Erban, McNeill, Connolly-Laubenstein, House Majority Leader Ron Mariano, Dr. Buchsbaum, Tufts MC President and CEO Michael Wagner, MD and Inflammatory Breast Cancer Survivor Sue Asci, were among the featured speakers. The program and reception was followed by the Dianne Connolly-Zaniboni keynote lecture, presented by this year's Zaniboni Visiting Professor Victoria L. Seewaldt, MD, Associate Cancer Center Director and the Ruth Zigler Professor and Chair of the Department of Population Science at City of Hope National Medical Center in Duarte, CA.

“The celebration was a wonderful recognition of an impressive milestone and an important legacy,” said Dr. Erban. “More than 5,600 ‘Cure Breast Cancer’ license plates have been purchased so far and it's a great feeling every time I see one on the road.”

“As we approach the 10-year anniversary and \$1 million raised, I look back fondly on the Cure Breast Cancer License Plate Initiative and the level of commitment it took to make the plate a reality,” said McNeill. “The Cure Breast Cancer plate honors the memory of so many who have lost their battle with breast cancer and serves as a symbol of hope, strength and support to those currently fighting the disease.”

For more information about the Cure Breast Cancer License Plate Initiative, contact the Tufts MC Trust by calling 617-636-7656 or emailing giving@tuftsmedicalcenter.org. ■

Graduate Medical Education and Leadership Training

By Jeffrey T. Kuvin, MD, Associate Chief Medical Officer for Graduate Medical Education



development. Residents also take part in organizational leadership throughout the Medical Center and are involved in many hospital and medical school committees, including those focused on education, quality of care, information technology and patient experience. In addition, the Resident Leadership Council, a group of peer-selected trainees, meets regularly to discuss issues and propose new ideas regarding the training work environment.

Recently, the GME Office teamed up with J3Personica, an organization focused on understanding health care providers' personalities, to help residents identify their own leadership strengths and weaknesses, recognize their own unique personality traits and translate this knowledge into better patient care. Just prior to the GME Fall Symposium, residents completed an online assessment, which included a series of questions focused on personal tendencies and actions. Individual data points and contextual information were confidentially shared with the residents at the symposium. The goal of this exercise was to raise self-awareness and recognize critical skills to be an effective physician leader. This experience was well-received, and provides a platform on which to build leadership awareness.

Tufts MC's 'Art and Medicine' experience is yet another method of teaching leadership to trainees. Through a collaboration with the Museum of Fine Arts, Boston, residents from across the Medical Center are invited to participate in a three-hour exercise at the museum, led by art educators. The experience centers around specific works of art and focuses on trainee communication, free-thinking, collaboration and leadership.

Developing leadership skills during graduate medical training is essential; Tufts MC trainees are well-poised to be tomorrow's physician leaders. ■

Leadership is defined as the ability to guide individuals, teams or organizations; it is a necessary element to being an effective physician. Physicians are frequently placed in leadership positions with patients, families, research, health care organizations and systems, societies and communities. Therefore, it is essential that residents are taught leadership skills during their training years.

The Accreditation Council for Graduate Medical Education (ACGME) recognizes the need for focused leadership learning. Two of the six core competencies the ACGME developed to provide trainees with specific knowledge, skills and attitudes to become competent physicians—professionalism and interpersonal communication—are focused on building leadership expertise.

At Tufts MC, residents are trained to be leaders in a variety of ways. Mentorship is a common method of teaching leadership; trainees learn leadership skills by working alongside seasoned clinicians, researchers and educators. We have developed special seminars and curricula throughout each training program to address leadership and skill

We Care about our Patients and their Families



The annual *We Care* employee campaign is underway and this year we are focusing on Patient Care. Together, we can help strengthen our Medical Center and continue to provide the highest quality care to our patients and their families. Last year, we raised more than \$158,000 thanks to generous donations from 320 physicians and employees. This year, our goal is to reach 100 percent employee and physician participation.

Every dollar counts, and so does every donor! Please support *We Care* this year by donating at www.tuftsmedicalcenter.org/wecare. ■



Tickets Now Available

Don't miss Working Wonders on Wednesday, March 16, 2016 at the Boston Convention and Exhibition Center. Working Wonders is Tufts Medical Center and Floating Hospital for Children's signature fundraising event, raising critical unrestricted support for the Medical Center. Individual tickets start at \$500, but Tufts MC and NEQCA employees are eligible for a discounted ticket price of \$250. Only 200 tickets are available at this price, so buy early and join us on March 16! For more information, please visit www.tuftsmedicalcenter.org/workingwonders or email workingwonders@tuftsmedicalcenter.org. ■

There's More Than What Meets the Eye

TUFTS MC RESEARCHER'S GROUNDBREAKING BASIC SCIENCE AND CLINICAL STUDIES ARE SHEDDING NEW LIGHT ON AN OFTEN UNDERAPPRECIATED COMPONENT OF THE EYE



Pedram Hamrah, MD, FACS

When Ophthalmologist and Cornea Specialist Pedram Hamrah, MD, FACS joined the New England Eye Center (NEEC) at Tufts Medical Center last summer, he brought with him a unique skill set and a thriving research portfolio—with funding from the National Institutes of Health (NIH), foundations, philanthropy and several industry partners—dedicated to studying the cornea, the transparent layer in the front of the eye. With Dr. Hamrah's corneal expertise, the NEEC is now one of only a few centers in the country with the ability to image and analyze the entire eye at a precise level of detail.

Translational Immunology Research Dendritic Cells

Until recently, the cornea was thought to be a passive fibrous tissue with no active immune system. However, the discovery 13 years ago of dendritic cells residing in the central cornea changed that opinion in the field and has resulted in a massive shift in thinking.

"Dendritic cells are like the police of the cornea's immune system," said Dr. Hamrah. "They identify infections or foreign substances in the eye and present the information to other inflammatory cells, which then attack and eliminate the intruders. The more we learn about dendritic cells, the clearer it becomes that the cornea's immune system is highly active rather than reactive."

Dr. Hamrah has been at the forefront of exciting research on the function of dendritic

cells since 2007. He has applied a new imaging technique to the eye (called multiphoton intravital microscopy), which allows for the precise examination of the cornea and the blood vessels around it. With funding from the National Eye Institute (NEI) of the NIH and a Research to Prevent Blindness grant, Dr. Hamrah has used this technology to characterize cell behavior and interaction between immune cells and blood vessels under normal conditions, during inflammation and after corneal transplantation, as well as identify the mechanism of the cells' recruitment to the cornea.

Plasmacytoid Dendritic Cells

Dr. Hamrah also recently discovered a new resident cell type in the cornea called plasmacytoid dendritic cells (pDCs) that appear to be important mediators of anti-viral immunity; his group has recently shown that these cells prevent inappropriate activation of inflammation in the cornea, blocking unnecessary attacks on the eye and keeping it clear and functional. These cells serve to protect and maintain corneal nerves, and can even regenerate them, if necessary. Dr. Hamrah's studies have demonstrated the presence of these cells and their increase in number during inflammation stemming from both infectious diseases and autoimmune diseases. This research into the function of pDCs and their role in corneal immunity may result in the development of novel drugs for the treatment of pathological eye conditions, including neurotrophic keratitis and dry eye disease.

Relationship Between Immune and Nervous Systems

In addition, Dr. Hamrah's group is investigating the fascinating relationship between the immune and nervous systems, by studying the immune system's function in nerve regeneration and the role of the nervous system in regulating the immune system.

"If the cornea's nervous system is functioning normally, nerves prevent inflammation and unnecessary attacks, while immune cells in the cornea, particularly plasmacytoid dendritic cells, maintain

and regenerate corneal nerves," said Dr. Hamrah. "But if the corneal nerves are damaged, we see inflammation, scarring and disintegration occur."

Clinical Research

Dr. Hamrah also leads a very active clinical research center, with the goal of bringing new therapies directly to patients. This research is focused on using live imaging—called in vivo confocal microscopy—to better understand molecular and cellular mechanisms in corneal immunology, neuro-immunology and inflammation.

This technology, now available in the NEEC clinics at Tufts MC, was funded with two generous grants from the Lions Club International Fund and the Massachusetts Lions Presidential Award. With an 800x magnification and a high resolution of 1 micron, Dr. Hamrah and his colleagues use this specialized microscope to do non-invasive optical biopsies of the cornea and eyelids to better understand corneal and ocular surface disease at a cellular level. By identifying inflammation in cells in the eye and determining the level of inflammation in the cornea, Dr. Hamrah can provide personalized treatment to patients with corneal and ocular surface diseases. With industry support, Dr. Hamrah has initiated and participated in several clinical trials to examine the efficacy of various anti-inflammatory and regenerative medications on patients with these conditions, and assess the impact of these drugs on cellular changes.

"I came to Tufts MC to take my imaging research to the next level, especially on the clinical side," said Dr. Hamrah. "It was a great opportunity to expand my studies and use my corneal clinical research skills and experience to help the New England Eye Center and its Boston Image Reading Center expand nationally and internationally in the areas of cornea and ocular surface. There is still much work to do to fully understand how the cornea works, but we are making great progress." ■

Heart Failure and Cardiac Transplant Center Celebrates 30 Years of Excellence



From L to R: David Duchesneau, Ann Grogan and John Grogan, a family of Tufts MC heart-transplant recipients.

Since its establishment in 1982, Tufts Medical Center's Heart Failure and Cardiac Transplant Center has been internationally-renowned for its state-of-the-art therapies, high-quality, personalized care and exceptional outcomes. Last October, we celebrated our 30th anniversary of heart transplantation.

Here are some of the highlights of the Heart Failure and Cardiac Transplant Center over the last 30 years:

- ▶ The anniversary celebration was attended by the Center's multidisciplinary team and former transplant recipients, including Ann Grogan, her son John Grogan and her brother David Duchesneau, all of whom received heart transplants at Tufts MC.
- ▶ Established in 1982, the Center performed its first heart transplant in 1985.
- ▶ 380 heart transplant procedures have taken place since the launch of the Center.
- ▶ The Center has been an international leader in developing diagnoses and therapies for heart failure.
- ▶ The Center's multidisciplinary team has made significant contributions to today's national standards for heart failure treatment and patient care.
- ▶ The Center is the highest-volume ventricular assist device (VAD) center in the region.
- ▶ In 2003, the Center opened an intermediate care facility dedicated to patients with advanced heart failure; it is the only one of its kind in New England.
- ▶ In 2014, the Center performed 24 heart transplants and 56 VADs.
- ▶ Tufts MC has performed more heart transplants than any other hospital in New England between 2010-2014.
- ▶ Today, the Center is home to some of the world's top specialists in heart failure, cardiac transplantation and mechanical circulatory assist devices.
- ▶ Dr. Sharon A. Hunt, who was the Keynote Speaker for the 30th anniversary event, is an international leader and pioneer in the field of Advanced Heart Failure and Transplant Cardiology from Stanford University School of Medicine. ■

From Building Submarines to Health Care Process Improvement



Lisa Reed

Nuclear submarines and health care improvement aren't often closely linked. But for Lisa Reed, NEQCA's Senior Director of Healthcare Information Services, a job building the former ultimately led to a career leading the latter.

Reed, the daughter of an engineer and a software programmer,

followed her parents' footsteps and pursued an engineering career. After graduating from Clarkson University with a degree in Civil Engineering, she was immediately recruited by General Dynamics Electric Boat (GDEB), the world's foremost designer and builder of submarines. "I didn't grow up dreaming of building submarines, but I grew up wanting to become an engineer," said Reed. "It was all that I knew."

After five years of designing structures on the Virginia-class submarine—a nuclear-powered, fast-attack submarine—Lisa was assigned to work in the shipyard as a foreman, where she oversaw a crew of welders, learned shipyard trades and watched as years of planning evolved into functional, operational submarines.

After experiencing the design-to-construction course full-circle, Lisa took a two-year leave of absence from her work and moved to Boston to obtain a MBA with a concentration in Management of Operations and Technology from Bentley University. While initially intending to return to GDEB, Lisa was introduced to health care process improvement during her time at Bentley, and her interests shifted. After receiving her MBA, Lisa decided to leave GDEB and stay in Boston in order to pursue her new passion: improving patient experience and helping people.

"I kind of had to start over—it was hard to explain the change I was making with 'Nuclear Submarine Construction' and 'Health Care Internship' on my resume," said Reed. "But the change has been very rewarding." ■

Meet Your Colleagues



Liz DuRoss

Development Marketing Coordinator

How long have you been working at Tufts MC?

A little over two years.

What do you like to do when you're not at work?

I enjoy hanging out with my puppy and watching Modern Family!

What do you like about working here?

I like interacting with patients, whether it is during a hospital tour, celebrity visit, at one of our signature events or learning about a patient story for a fundraising initiative. It always makes my work here a little more rewarding.

Jennifer McCarthy

Contact Center Manager, Ambulatory Operations

How long have you been working at Tufts MC?

I've been working for Tufts Medical Center for just over one year.

What do you like to do when you're not at work?

I like to coach and play soccer. I enjoy working out and watching or attending New England sports. I also participate in walks/runs for great causes. I enjoy riding my motorcycle, spending time at the beach and any outdoor recreational sport.

What do you like about working here?

I like that my responsibilities involve interacting with employees on different levels and areas throughout the organization. I also enjoy working with our patients and figuring out how to implement solutions that make Tufts Medical Center the hospital they look to first. I'm truly honored to work for an organization that values their employee's visions to make this a better place. It's amazing to see everyone with the same goal.



Rachel Murphy-Banks, MA

Education and Outreach Coordinator, Reid R. Sacco Adolescent & Young Adult (AYA) Program for Cancer and Blood Diseases

How long have you been working at Tufts MC?

I started with the AYA Program as a Student Volunteer in January while finishing my Master's Degree in Intercultural Relations and came on full time as the Education and Outreach Coordinator in May 2015.

What do you like to do when you're not at work?

In my free time I like to travel—whether that means finding a new neighborhood to explore in Boston, reading a new book or taking a trip further afield. My explorations have come in handy lately as I started a 365-day-post-challenge on Instagram in April!

What do you like about working here?

I am proud to say I work for an institution which emphasizes a personalized, whole-person approach to health care. It is exciting, and I consider it a privilege, to be a part of a team that focuses on AYA cancer survivorship—an extremely important, yet often overlooked aspect of care nationwide. ■



Praise from our Patients

“I can sleep better at night knowing Dr. Rosenfield is my daughters’ doctor! [She] and her staff are the reason I moved my family back to MA from FL and [we] have never looked back!!!”

Facebook post from the parent of a Pediatric Hematology/Oncology patient

New Research Awards

The following Tufts MC and Floating Hospital researchers received 6 new grant awards totaling \$3,141,513.

In addition, 21 industry-sponsored clinical trial agreements were executed in the following areas: Department of Medicine (8), Pediatrics (6), Dermatology (2), Ophthalmology (2), and one each in Neurology, Neurosurgery and Pathology.

PRINCIPAL INVESTIGATOR	DEPARTMENT/ DIVISION	TITLE	FUNDING SOURCE	FIRST YEAR/ TOTAL AMOUNTS
Pedram Hamrah, MD	Ophthalmology	The Role of Plasmacytoid Dendritic Cells in Corneal Immunity	NIH R01	\$1,229,250
Jatin Roper, MD	Medicine/Gastroenterology	The role of Mtss1 in Hedgehog-mediated Intestinal Cancer Stem Cell Function	NIH K08	\$878,850
Navin Kapur, MD	MCRI	A Novel Target of Therapy for Right Heart Failure	NIH R56	\$412,500
Debra Lerner, PhD, MS	ICRHPS	The Primary Care Work and Health Initiative Depression Pilot	State of Tennessee	\$249,998
Ronald Lechan, MD, PhD	Medicine/Endocrinology	Anatomical and Functional Analysis of POMC Neuronal Rescue of Tanycytes	NIH R21	\$206,250
David Kent, MD	ICRHPS	An Online Searchable Field Synopsis of Clinical Prediction Models in Cardiovascular Disease	NIH U01 Supplement	\$164,665

Classified Ads

FOR RENT: Loon Mountain luxury condo.

Three bedrooms, three bathrooms, sleeps 10. All amenities—46" flat-screen TV, WiFi, pool, Jacuzzi, saunas, health club, gas fireplace, central air. Award-winning winter and summer resort in the heart of the White Mountain National Forest and Franconia Notch. Call Bob at 978-686-1568. ■

FOR RENT: Indoor parking space.

Available at the Metropolitan Condominiums near Tufts Medical Center at the corner of Washington and Nassau streets. Dependable valet service, 24/7 access, \$280/month. Contact Dr. Jay Marlin at jmgutttagun@gmail.com or 617-721-6064. ■