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honoring best practices in medicine

Celebrating Massachusetts' top professionals  
in promoting safety, quality  
and risk management  
in health care

Rx for Excellence Awards Ceremony and Breakfast

Thursday, October 29, 2009 • Westin Copley Place • 7:30 - 9:30 AM

# The Heroes from the Field

are the unsung heroes of their professions, those who lead by example and demonstrate the highest quality of work in their field, often without fanfare.

## Laurie Babcock

Assistant Director of Operations & Management  
Pediatrics West, PC

"I am honored to be able to work with an amazing group of [professionals] at Pediatrics West, PC. It is this environment that has allowed me to grow professionally and personally."



### Community activities:

- Director of Christian Education, Leominster Assembly of God
- Co-Director of Vacation Bible School at Church

### Tell us about what you do.

Pediatrics West, PC is a large pediatric practice that has served the Merrimack Valley and Central Massachusetts for more than 33 years, with a patient base of over 15,000.

More than 14 years ago, a life-changing event led me to Pediatrics West as a part-time receptionist.

Since my children were already patients here, I knew it would be a friendly and family-oriented place to work. As the practice grew, so did my job responsibilities and experiences, including billing, accounts receivable, credentialing, managed care, human resources and IT/IS.

My current job allows me to utilize all the skills and knowledge I have acquired at Pediatrics West by overseeing the daily operations of the practice.

I serve over 70 employees, including physicians and partners, to ensure that the patients are receiving the highest quality of care and that our employees have the necessary resources to perform their jobs. I also ensure compliance with policies and procedures, and work to maintain a level of profitability for the shareholders.

During my tenure at Pediatrics West, I have overseen the expansion of a new office, four renovations and relocation of two facilities, and the implementation of a new telephone system. Most importantly, I played an integral role in the implementation and integration of a new practice management system and electronic medical record system.

### Why do you do what you do?

I believe people are created with inherent gifts and talents. I was born to organize, coordinate and lead. I can do this anywhere; however, I am honored to be able to work with an amazing group of partners, physicians, nurse practitioners, nurses, secretaries and receptionists at Pediatrics West, PC. It is this environment that has allowed me to grow professionally and personally, embracing my gifts and talents.

### What is your proudest achievement?

Professionally, I am most proud of the transition our practice has made to a new practice management system and electronic medical records, and the role I played in this change. Individually, these transitions would not be a great feat; however, we managed to smoothly integrate both systems within three months.

Personally, raising two healthy, well-adjusted and happy children is, by far, my proudest achievement. Nothing compares to my role as mother.

I was blessed with the miracle of two children. My daughter will enter her senior year at

Messiah College this fall pursuing a degree in public history and my son is a sophomore at Mt. Wachusett Community College majoring in business. When I see my son and daughter succeed academically, serve their community and church, and develop long time friendships, I beam with pride.

### What is the biggest obstacle you have had to overcome?

Change sums up my biggest obstacle in my life. From new practice administrators and new technology to office expansions, expanded job responsibilities and new personnel, I have overcome much change in my professional career at Pediatrics West. While change is good, dealing with it is something that did not come easily to me.

I had to learn to embrace change and this was definitely a process. By growing personally, I was able to grow professionally.

### What is the biggest challenge facing doctors and the health care industry today?

"Fast food" health care is today's greatest health care challenge. The implementation of so-called "minute clinics" undermines the continuity of patient care and means the downfall of doctor-patient relationships.

Primary care physicians have had to balance maintaining the highest quality of health care for patients with the impact of the economy, the rising cost of health care, the implementation of technology, the constraints of managed care initiatives and Physician-Hospital Organization guidelines, while maintaining a profitable bottom line. Now we must compete with the "fast food" style health care.

### What would be your dream job?

If I am going to dream, I might as well dream big. Since I studied broadcast journalism in college, I would want to be a news anchor for a major network. Move over Katie Couric!

## Bela Bashar, M.D.

Clinical Director of HIV Services  
Dimock Community Health Center



"I find providing HIV care to the underserved communities where I practice to be one of the most challenging but rewarding things in my life."

### Community activities:

Board of Directors for On The Rise (non-profit organization based in Cambridge dedicated to serving the needs of homeless women)

### Tell us about what you do.

I joined Dimock Community Health Center in 2001 after completion of my Infectious Diseases fellowship.

I am part of the Adult Medicine practice as a primary care provider as well as serving as the Clinical Director of HIV Services. We have approximately 200 HIV-positive patients for whom we provide comprehensive health care, including infectious diseases consultation, mental health and substance abuse services, case management and peer advocacy.

In 2007, I became Clinical Director and reorganized the entire HIV department. This included streamlining all data management for better reporting and analysis and creating a strong HIV multi-disciplinary team dedicated to delivery of excellent and compassionate care, as well as the establishment of a continuous quality improvement program that rigorously analyzes various metrics and performance mea-

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## Please Join Us

### Awards Ceremony and Breakfast

October 29, 2009 • 7:30 - 9:30 AM

Westin Copley Place • 10 Huntington Avenue, Boston

Tickets: \$75 each, \$1000 for a Table Sponsorship

To purchase tickets, please contact Melissa Mitchell at [melissa.mitchell@lawyersweekly.com](mailto:melissa.mitchell@lawyersweekly.com).

For sponsorship opportunities, please contact Charlene Smith at [charlene.smith@lawyersweekly.com](mailto:charlene.smith@lawyersweekly.com).

Questions? Call 617.451.7300.

For more information or to register,  
go to [www.mamedicallaw.com](http://www.mamedicallaw.com).

*A portion of the proceeds from ticket sales will go to The New England Center for Children.*



# *Congratulations*

***to our award winners!***

## ***Leaders in Quality Award***

**Marianne E. Felice, M.D.**

Physician-in-Chief  
UMass Memorial Children's Medical Center

**Richard Irwin, M.D.**

Director of Critical Care Services  
UMass Memorial Medical Center, Inc.

**Katharine London, M.S.**

Principal Associate, Center for Health Law & Economics  
Commonwealth Medicine, UMass Medical School

**William E. Rockett, M.D.**

General Surgeon  
UMass Memorial Surgery at Milford

## ***Heroes from the Field***

**John T. Randolph**

Vice President & Chief Compliance Officer  
UMass Memorial Health Care



**UMassMemorial**

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University of  
Massachusetts  
**UMASS** Medical School

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## Heroes from the Field

tures on a quarterly and daily basis.

I created a more robust HIV prevention program by introducing rapid HIV testing to all departments within Dimock and promoting outreach events and collaboration so more effective HIV screening will be done, especially in hard-to-reach populations.

### Why do you do what you do?

I believe that all individuals deserve excellent health care regardless of their socioeconomic status. I find providing HIV care to the underserved communities where I practice to be one of the most challenging but rewarding things in my life. I am very grateful for the opportunity.

### What is your proudest achievement?

Reorganizing the HIV program to allow each staff member to navigate the challenge of delivering quality care with tremendous compassion and efficiency.

### What is the biggest obstacle you have had to overcome?

To overcome challenges of time demands of staff, and the demands of grant requirements, to promote a cohesive, collaborative, comprehensive yet very personal level of care for every HIV-positive patient.

### Who is your role model and why?

My parents and grandmother, who all raised me. My mother became a physician in a time when women were not expected to complete any form of higher education.

With the encouragement of my grandmother, who truly was ahead of her time, my mother became one of the first female physicians in South East Asia. She provided a very strong role model. My father was from a small fishing village in what is now Bangladesh. He won several scholarships and earned his Ph.D. in chemical engineering in the United States and raised the living standard for his entire extended family and homeland.

All three instilled concepts of discipline, compassion and the need for social justice.

### What is the biggest challenge facing doctors and the health care industry today?

To provide the highest quality of care to all members of society regardless of the means to pay. Health care is a human right, not a luxury. The challenge is how to get this level of care to those in need without the miasma of reimbursements, insurance and the high costs of delivery of care.

The other challenge is how to promote dignified compassionate care without the pressures of productivity and the business of health care being the primary focus.

### What would be your dream job?

I would enjoy creating policy about health care reform but would never give up patient care.

## Shelly C. Bernstein, M.D., Ph.D.

Staff Physician and Managing Partner  
Weston Pediatric Physicians



**"While my research was fascinating, I realized that I missed clinical medicine and caring for patients. So I chose to be a primary care doctor and joined a practice to see 'healthy' children."**

### Tell us about what you do.

I am board certified in pediatrics and a member of the Massachusetts Medical Society, as well as a Fellow of the American Acade-

my of Pediatrics. I have a special interest in hematology and oncology and, in addition to my patients at Weston Pediatrics, I also care for children at the Jimmy Fund Clinic at the Dana-Farber Cancer Institute.

I had a significant research career prior to joining Weston Pediatric Physicians in 1990, and am the recipient of a MacArthur Foundation Fellowship Prize. I am also an Assistant Clinical Professor of Pediatrics at Harvard Medical School and have ongoing responsibilities teaching medical students and residents.

I was also a founding member of Affiliated Pediatric Practices (APP) and have been instrumental in leading and supporting the growth of the organization from five original practices to 18 practices in eastern Massachusetts, representing more than 80 physicians in community pediatric practice offices.

### Why do you do what you do?

During and after my academic training, in addition to doing clinical medicine I was also doing basic research investigating the molecular basis of cancer metastasis. While my research was fascinating, I realized that I missed clinical medicine and caring for patients. So I chose to be a primary care doctor and joined a practice to see "healthy" children.

At the same time I continued to see cancer patients at the Jimmy Fund clinic at Dana-Farber.

As our health care system began to change, I realized that we as physicians had to change also. So I helped found and lead an organization of pediatric physicians whose mission was to deal with the managed care problems, to deliver outstanding medical care efficiently and safely, and to provide an outstanding patient experience in this changing environment. Today we provide care that surpasses nationally recognized benchmarks in pediatric health care.

### What is your proudest achievement?

On the personal side, I have been happily married for 32 years and have three wonderful children.

On the business side, I spent a year in Yaounde, Cameroon, West Africa studying sickle cell anemia as part of my M.D./Ph.D. program. Because of the research and the relationships I established at that time I was recently asked to return to Yaounde to deliver the keynote address at an international symposium honoring the professor with whom I worked with on my doctoral dissertation over 30 years ago.

### What is the biggest obstacle you have had to overcome?

Medical school did not provide training in the business of medicine. This has become an essential part of medicine today. I have had to learn this over the years both on the job as well as with course work.

### Who is your role model and why?

David G. Nathan, M.D., is the former chief of hematology and chairman of the department of medicine at Children's Hospital Boston, as well as the former President of the Dana-Farber Cancer Institute.

He has been a successful clinician, researcher and academic business leader. He represents all that is good in medicine – the devotion to truth and improving the quality of people's lives. He has been a role model and mentor throughout my career.

When my career changed direction several times, he was always supportive, and continues to be so. He paid me the highest compliment – he has his children send his grandchildren to me as their pediatrician.

### What is the biggest challenge facing doctors and the health care industry today?

The biggest challenge is the delivery of outstanding health care safely and efficiently in the current economic environment. In addition, a major challenge will be getting the political forces in Washington to understand that Americans will not accept mediocre health care.

## Jeffrey N. Catalano, Esq.

Partner  
Todd & Weld LLP



**"I firmly believe [that] our legal process ... serves a valuable role in helping to alleviate the substantial financial burdens incurred by those who are injured by medical errors, while improving the delivery of quality health care."**

### Community activities:

- Massachusetts Bar Association Secretary
- Massachusetts Academy of Trial Attorneys - Board of Governors & Executive Committee
- Health Law Advocates, Inc. – Chairman of the Legal Priorities Committee

### Tell us about what you do.

My practice is varied and largely revolves around health care quality and access.

I am a legal advocate for patients in the context of medical negligence lawsuits when they have suffered substantially from legitimate errors or mistakes. I also represent individuals in pursuing access to health care when health benefits have been denied.

Finally, my practice also includes representing physicians in matters before the Board of Registration in Medicine.

I am on the Board of Directors for the non-profit law firm Health Law Advocates, Inc., where my pro bono work includes representing chronically ill and impoverished people who are denied access to health care services.

### Why do you do what you do?

I firmly believe in the integrity of our legal process and that it serves a valuable role in helping to alleviate the substantial financial burdens incurred by those who are injured by medical errors, while improving the delivery of quality health care by allowing providers and hospitals to seek better means to reduce errors and improve physician-patient communication.

### What is your proudest achievement?

My wife and I founded and managed the Public Interest Law Project of Boston, a non-profit organization providing grants and education to law students pursuing internships working for those unable to afford legal representation.

### What is the biggest obstacle you have had to overcome?

Coming from a small town in Pennsylvania and starting a legal career in a big city with no contacts, penniless, and with \$100,000 of law school debt.

### Who is your role model and why?

Kip Tiernan. She has dedicated her entire life to relentlessly and passionately crusading for social justice for the poor. She founded Rosie's Place, the Boston Food Bank, and Healthcare for the Homeless among others. How can you possibly top that?

### What is the biggest challenge facing doctors and the health care industry today?

Finding cost-efficient means of improving the quality of health care by reducing errors, while increasing transparency and communication, and restoring the mutual bond of trust and respect between the doctor and the patient.

### What would be your dream job?

Does anyone not want to play shortstop for the Boston Red Sox? Runner up: Weatherman – because I could be wrong every day and never get fired.

### What is one thing that people don't know about you?

I played drums in a wedding band while in high school in Scranton, Pa. ... with my father.

## Thomas J. Doney, M.D.

Obstetrician and gynecologist  
Valley Women's Health Group



An obstetrician and gynecologist in Springfield, Dr. Thomas Doney is a favorite of patients and staff at Baystate Medical Center, which is adjacent to his office.

Patients reportedly are willing to wait hours and hours to see him. Not only does he make time to see each patient but also he gives as much time and attention as a patient needs, despite how busy his practice is.

"He takes time with each individual patient to answer all questions and is extremely careful to be sure he is not leaving anything to chance when it comes to his patient's health," says one of Dr. Doney's patients. "The reason that everyone loves him so much is that he genuinely cares and is just as cautious with all of his patients as he would be with one of his own children."

He is also known for reporting news – whether good or bad – to his patients directly.

"His demeanor, skill and knowledge of medicine seem to be so far above his peers," his patient says.

Dr. Doney is also Assistant Clinical Professor of Obstetrics and Gynecology at Tufts University School of Medicine.

## David J. Dykeman, Esq.

Shareholder and Patent Attorney  
Greenberg Traurig LLP



**"I thrive on protecting innovations that improve health care and provide new treatment options for patients."**

### Community activities:

- Board of Directors, Massachusetts Medical Device Industry Council (MassMEDIC)
- Member, Massachusetts Life Services Collaborative Research, Innovation & Commercialization Task Force
- Co-founder & Co-chair, Combined Jewish Philanthropies Healthcare Innovations Team
- Contributing Editor, The Journal of BioLaw & Business
- Board of Directors, Jewish Vocation Service
- National Young Leadership Cabinet, United Jewish Communities

### Tell us about what you do.

I am a registered patent attorney, shareholder and co-chair of the Intellectual Property Department at the international law firm of Greenberg Traurig LLP in Boston.

With more than 13 years of experience specializing in patents and intellectual property for medical devices and life sciences, I work with doctors, medical research institutions and medical technology companies to bring medical innovations to market to improve safety and quality for patients.

I view myself not only as a company's lawyer, but as a partner who assists in the product development process and adds value to the company. I thrive on protecting innovations that improve health care and provide new treatment options for patients.

### Why do you do what you do?

I enjoy protecting medical innovations and helping pioneering medical companies bring new products to market because it combines my two greatest passions: new medical technology and the law.

## Heroes from the Field

Being a patent attorney allows me to witness cutting edge medical technology and help protect it to bring revolutionary treatments and devices to patients to improve health care.

### What is your proudest achievement?

Personally, my proudest achievements are my three children, including the recent birth of my twin daughters in May. No matter how sleep-deprived I am, I cannot help but smile when I see how well our 2-year-old son interacts with his twin sisters.

Professionally, my proudest achievement is developing a strategic patent portfolio from scratch for an early stage medical device company focused on creating breakthrough products for the treatment of vascular occlusive disease.

This strong patent portfolio allowed the company to enter into successful partnerships with much larger companies that helped the innovative device and treatment make it to market – to truly make a difference in the lives of patients suffering from vascular occlusive disease.

### What is the biggest obstacle you have had to overcome?

Personally, my biggest obstacle was being the first person in my family to graduate from college, and then becoming the first lawyer in my family. I overcame this obstacle with hard work, perseverance and determination to help achieve a dream for my family. I am thrilled that my younger sister has followed in my footsteps, and is also a lawyer in Chicago.

### Who is your role model and why?

My role model is my grandfather because he emigrated to the United States after World War II with nothing but the shirt on his back, and was a tireless worker to help his family achieve the American dream.

Although he has passed away, I still remember the joy on his face when I graduated from college and he told me all of his hard work had paid off. I strive to embody his work ethic, kindness and overall good heart, and bring those qualities to my personal and professional life.

### What is the biggest challenge facing doctors and the health care industry today?

The biggest challenge facing doctors and the health care industry today is a reluctance to adopt new technologies that could greatly improve patient outcomes due to a variety of factors, including medical malpractice fears, reimbursement and hospital administration.

There are so many innovative therapies and devices being developed that the culture of hospitals and the health care industry needs to shift to embrace the change and new medical technologies. Adopting new medical therapies and technologies can represent a new paradigm for health care.

### What would be your dream job?

Realizing that my 5'11" frame and small vertical leaping ability have quashed my dream job to be a professional basketball player in the NBA, I believe I found my dream job as a patent attorney where I am able to combine my two passions: new medical technology and the law. I look forward to coming to work each day to find creative ways to protect new medical technology and help bring medical innovations to patients.

### What is one thing that people don't know about you?

I have completed six marathons, including the Boston Marathon three times, most recently this past April. Don't tell anyone, but my favorite part of the marathon course is "Heartbreak Hill." I thrive on the challenge of conquering the biggest obstacle in my path, in running and life.

## Martin C. Foster, Esq.

Managing Partner  
Foster & Eldridge, LLP



"I strongly believe that medical providers need a vigorous defense to enable them to practice medicine safely."

### Community activities:

Chairman, Board of Trustees,  
New England Law | Boston

### Tell us about what you do.

My practice is devoted to the defense of medical providers in medical malpractice cases in state and federal courts and at regulatory boards. Over the last decade, our firm has developed a successful practice throughout the New England region. I strongly believe that medical providers need a vigorous defense to enable them to practice medicine safely.

### Why do you do what you do?

Physicians and nurses and other medical professionals are traumatized when they are named as defendants in malpractice cases or as respondents in a regulatory proceeding. They need competent, compassionate representation that ensures a just result from a patient complaint or an adverse clinical outcome. That is my responsibility and this work is professionally rewarding.

### What is your proudest achievement?

There have been several physician-clients who were devastated by the deaths of their pa-

tients and then traumatized again by being sued by their estates.

These clients declared that, but for my successful and supportive representation, they would have quit the practice of medicine. Playing a role in keeping these competent providers in practice is something about which I am very proud.

### What is the biggest obstacle you have had to overcome?

Maintaining balance in multiple dimensions is a major obstacle for a lawyer who litigates malpractice cases: 1) balance in personal and professional lives due to the time demands of this work, 2) balance between being an advocate and maintaining collegiality, and 3) balance between the need to do the best job possible in every case while continually and carefully mentoring associates.

### Who is your role model and why?

Abraham Lincoln – a lawyer's lawyer.

In this anniversary year we are reminded about the many admirable qualities he possessed, both personally and professionally.

Honesty, fairness, frugality and an emphasis on the duty of fidelity to your client's interests – at all times – is something that today's practitioners don't always keep in focus.

### What is the biggest challenge facing doctors and the health care industry today?

Overregulation, legislative intrusion into clinical practice and the underfunding of medical care by insurers and the government. Whether it's HIPAA, EMTALA (the federal Emergency Medical Treatment and Active Labor Act) or mandated electronic medical records, providers' practices are being controlled by the government.

Also, the so called "never mistakes" will have a devastating impact on hospitals. This is hap-

We are proud to support the  
2009 Rx for Excellence Awards in honoring  
Leaders in Quality and Heroes from the Field

Congratulations to our fellow members of the  
Massachusetts Medical Society  
and to all the honorees!



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## Heroes from the Field

pening when government reimbursement for many services is at an all time low.

### What would be your dream job?

Being a Roman Catholic priest. Two lawyers – Nick Sannella and Tom Rafferty – recently became priests. Lawyers and priests have a lot in common if they do their jobs properly. So maybe it isn't that much of a job change after all.

### What is one thing that people don't know about you?

I am chairman of the Board of Trustees at New England Law in Boston and have been a member of that board for 29 years. I have a firm commitment to educating our future members of the profession. It is a privilege to have this opportunity to impact the practice of law in a positive way.

## Michael Hassett, M.D., M.P.H.

Instructor of Medicine  
Medical Director for Clinical Information Systems  
Dana-Farber Cancer Institute



"My proudest achievements at work are experiencing the gratitude my patients have shown me for the care provided at

Dana-Farber, and seeing my first article published in a peer-reviewed medical journal."

### Tell us about what you do.

I am a medical oncologist at Dana-Farber Cancer Institute and an Instructor of Medicine at Harvard Medical School. At Dana-Farber, I work as a cancer doctor in the Breast Oncology Center, a researcher in the Center for Outcomes and Policy Research, and as the Medical Director for Clinical Information Systems.

My accomplishments include: as a clinician, treating scores of women with breast cancer; as a researcher, identifying problems with the quality of cancer care and developing new tools to address these problems; and as a member of the information services team at Dana-Farber, creating new approaches to providing high-quality, patient-centered cancer care using electronic medical records. I have helped guide the development of multiple enhancements to the electronic medical record and order entry applications used at Dana-Farber; and have been invited to attend national forums and participate in committees that address the issue of health care quality.

### Why do you do what you do?

I believe cancer is a difficult, confusing and at times tragic thing to confront. As a clinician, I hope that I can help guide my patients through this very difficult time, and as a researcher my goal is to help improve the health care system to ensure that all cancer patients receive high-quality, compassionate care.

### What is your proudest achievement?

My proudest achievements at work are experiencing the gratitude my patients have shown me for the care provided at Dana-Farber, and seeing my first article published in a peer-reviewed medical journal.

### What is the biggest obstacle you have had to overcome?

Overall, I feel very lucky that I have not had to face the kinds of obstacles that many people encounter on a regular basis. The biggest challenges with which I have had to deal (e.g., graduating from college, getting into medical school, being accepted into a fellowship program) pale in comparison to the hunger, poverty, disease and cruelty that many must overcome on a daily basis.

### Who is your role model and why?

Professionally, my father is my biggest role model. He is a physician, educator and researcher at the State University of New York in Buffalo. He exemplifies all of the most important characteristics that I believe a physician should demonstrate. He is hard working, intelligent, honest, compassionate, respectful and endlessly committed to his patients, students and co-workers.

### What is the biggest challenge facing doctors and the health care industry today?

In my opinion, the structure of the U.S. health care system creates the biggest challenge for the industry. The organization of the system creates perverse incentives that lead to a disorganized health care delivery model and confound efforts to provide high quality, patient-centered care on a daily basis.

Providers and patients must also grapple with the significant challenges created by the increasing complexity of medicine and decreasing time available to provide care.

### What would be your dream job?

If I were not doing my current job, I would like to work in some capacity to help orphan children – particularly to address the issue of childhood hunger. This desire stems from the experiences my younger brother had before he was adopted and joined our family.

## Richard Kalish, M.D., M.P.H., M.S.

Primary care physician,  
South Boston Community Health Center  
Medical Director, Boston HealthNet

"Whether it is caring for my sickest patients or helping others make sound lifestyle decisions, it is a privilege to have my work play a role in improving the lives of others."



### Tell us about what you do.

I have dedicated my career to caring for the most underserved individuals and improving the health care system for the communities in which they live.

For the past 13 years I have been a primary care physician at the South Boston Community Health Center where I was the Medical Director from 1996-2001.

In addition, I am the Medical Director of Boston HealthNet, a network of 15 community health centers, Boston Medical Center and the Boston University School of Medicine.

I also serve as a Medical Director of the Boston Medical Center HealthNet Plan, a provider-based managed care plan with 170,000 Medicaid and 70,000 Commonwealth Care members.

In all of these roles I work with community health centers and other safety-net providers. The work involves population and disease management models aimed at improving the health of people and communities. In particular, the models focus on chronic diseases and prevention.

### Why do you do what you do?

I love the work that I do because almost every day that I see patients or work at the systems level I feel that I am making a contribution.

### What is your proudest achievement?

My proudest achievement is the relationships I have with my patients.

Whether it is caring for my sickest patients or helping others make sound lifestyle deci-

sions, it is a privilege to have my work play a role in improving the lives of others.

### What is the biggest obstacle you have had to overcome?

The biggest obstacle I have had to overcome is working with patients with very difficult social and medical problems. I am blessed to work with other clinicians who face the same obstacles as I do, maintain their professionalism and always make sure that the neediest members of society get the care and social support they need.

### Who is your role model and why?

I find my colleagues to be inspirational. Because they maintain their compassion and humanity in physically and emotionally demanding work, they are my role models.

### What is the biggest challenge facing doctors and the health care industry today?

My colleagues and I face the same challenge that other physicians and the health care industry face, which is providing quality care in an environment where adequate insurance coverage is not accessible for many.

### What would be your dream job?

My dream job would be caring for the same needy population in a world where my patients have adequate coverage and the safety-net provider community is adequately funded.

### What is one thing that people don't know about you?

My colleagues and patients for the most part are unaware of my diehard commitment to Bruce Springsteen.

## Pamela Brown Linzer, RN, BSN, PCCN

Infection Prevention Specialist  
Winchester Hospital

"Seeing downward trends in hospital-acquired infections is all the motivation I need to do what I do. I take each infection personally, as if my hands were the 'dirty' hands that caused the infection."



### Community activities:

- Guest speaker at area elementary schools (hand hygiene and infection prevention)
- Mother of three children, ages 4, 8 and 10.

### Tell us about what you do.

First and foremost I am a Registered Nurse. My current position as Infection Prevention Specialist promotes infection prevention efforts for our staff and our patients in both inpatient and outpatient areas of Winchester Hospital.

Recently, my department led a group of front-line health care workers to reduce hospital-acquired infections such as MRSA on their infection disease medical surgical unit. Through the Massachusetts Coalition for the Prevention of Medical Errors, they learned about the "Plan, Do, Study, Act" method and were able to transform care at the bedside, preventing infections through promotion of hand hygiene and isolation practices.

Their results spoke for themselves, with more than a 75 percent reduction in hospital-acquired infections due to the increased compliance with these practices.

Hospital-wide, our department has expanded infection prevention efforts and education on the importance of hand hygiene.

### Why do you do what you do?

Seeing downward trends in hospital-acquired infections is all the motivation I need

to do what I do. I take each infection personally, as if my hands were the "dirty" hands that caused the infection.

### What is your proudest achievement?

I feel extremely proud of having led an initiative that increased the rates of pneumococcal and influenza vaccinations that we gave to our inpatients this past fall.

I needed to examine the process we currently used, where the roadblocks were occurring, and where to focus our efforts. Nurse Managers and nurses were held accountable for each patient they missed and education was provided through our department and champions in the units.

The best part was celebrating the increase in vaccinations we were seeing each month.

### What is the biggest obstacle you have had to overcome?

Time. Time. Time. Did I mention time and not having enough of it?

Our plate keeps getting fuller and fuller with the need for data, quality improvement projects, education, new policy and procedures, and keeping updated with all the latest research in the infection prevention field. It is a constant balancing act. We need to learn to do what we do more efficiently – a future goal I suppose.

### What is the biggest challenge facing doctors and the health care industry today?

The biggest challenge is wanting to do more and do better, but not having the resources to get done what you know is the right thing to do for your patients.

### What is the one thing that people don't know about you?

I always surprise people when I tell them I watch soap operas. I started in 9th grade when the academics and peer pressure were getting to me. My shows (General Hospital mostly) are a stress release. Now with TiVo/On Demand I can watch them late at night when the children and husband are tucked in and sleeping and the phone and computer are shut off. Hey, some people smoke, some drink. A soap opera addiction isn't the worst thing that can happen to a person.

## Christopher Liu, PA-C

Chief Physician Assistant, Interventional  
Cardiovascular Medicine  
Brigham and Women's Hospital

"It makes getting out of bed in the morning easier knowing that I will be going to a job where I have the opportunity to make a positive difference in a person's life."



### Tell us about what you do.

I am the Chief Physician Assistant on the Interventional Cardiovascular Medicine Service at the Brigham and Women's Hospital. Clinically, I deal with all aspects of care on patients undergoing cardiac catheterization, from pre-procedure patient evaluation to patient and family education to scrubbing on cases to managing care post procedure.

I work side by side with my physician and nurse colleagues throughout the day. Administratively, I manage the daily operation of our 7 PA-run inpatient service.

### Why do you do what you do?

It makes getting out of bed in the morning easier knowing that I will be going to a job where I have the opportunity to make a positive difference in a person's life. It is even nicer knowing that this job provides me with the opportunity to spend quality time with my family.

## Heroes from the Field

**What is your proudest achievement?**

To maintain the discipline of working hard every day, while having a good time doing it, and doing my best to live my life by the Golden Rule.

**What is the biggest obstacle you have had to overcome?**

There have been no big obstacles. I have lived a fortunate life. My parents provided all a child could need. I have a wife and new baby boy that I love dearly. I go to a job everyday that is challenging but fun.

**Who is your role model and why?**

A physician colleague of mine, Piotr Sobieszcyk.

He is the hardest working person I know, and he shows complete devotion to his patients and his family. Everything he does is with both of their best interests in mind.

This is a tough balance that he seems to be able to work out. I am sure he would not agree, which exemplifies the fact that he strives to provide as much as he can to both aspects of his life.

**What is the biggest challenge facing doctors and the health care industry today?**

The level of documentation, repetitive documentation, is an enormous time burden that is cutting into actual patient care.

**What would be your dream job?**

Professional golf caddy.

**What is one thing that people don't know about you?**

I don't handle compliments or recognition for doing the job I am supposed to be doing well.

### Melissa J. Lopes, Esq.

Deputy General Counsel  
Massachusetts Department of Public Health

*"Working for the Department of Public Health provides a unique opportunity to apply my legal training to difficult health policy issues in the public interest."*



**Community activities:**

- Writer, Boston Bar Association Health Law Reporter
- Member, Interstate Alliance on Stem Cell Research
- Member, Advisory Committee of the International Stem Cell Registry
- Massachusetts Human Stem Cell Bank
- Volunteer, Community Servings

**Tell us about what you do.**

As Deputy General Counsel for the Massachusetts Department of Public Health, I advise the state Determination of Need Program and the Clinical Laboratories licensure program, and have drafted regulations in the areas of stem cell research and pharmaceutical and medical device manufacturer conduct.

I have also represented the Department in administrative actions to enforce its policies. Additionally, I draft and issue Advisory Rulings that provide legal interpretations of statutory and regulatory language, including a widely disseminated Advisory Ruling in the area of stem cell research that was referenced by the National Academies of Sciences in its 2008 Amendments to the Guidelines for Human Embryonic Stem Cell Research.

**Why do you do what you do?**

I have always been interested in health care policy.

Prior to working for the Department of Public Health, I worked at a national health care advocacy organization and came to understand the difficulties faced by many health care consumers due to lack of access, lack of complete information, and lack of understanding of the processes and procedures for accessing quality health care.

Working for the Department of Public Health provides a unique opportunity to apply my legal training to difficult health policy issues in the public interest.

**What is your proudest achievement?**

Attending a national stem cell conference where an Advisory Ruling I wrote that interpreted the Massachusetts Stem Cell Bill was positively referenced and discussed by one of the panels.

**What is the biggest obstacle you have had to overcome?**

I guess it would be my fear of public speaking and shyness.

Since coming to the Department of Public Health, I have had to speak to larger and larger groups on complex issues such as donations for stem cell research and pharmaceutical marketing. Though each new experience was nerve-inducing, they left me better equipped to face new challenges and larger audiences.

**Who is your role model and why?**

Anyone who works hard and lets their good work and achievements speak for themselves. Barack Obama is an excellent example.

**What is the biggest challenge facing doctors and the health care industry today?**

I think the biggest challenge facing doctors and the health care industry today is trying to reconcile the need to lower health care costs with the drive to ensure the highest quality of care.

**What would be your dream job?**

I truly enjoy the academic setting and working with practitioners and researchers (particularly those that I have worked with in the stem cell research arena), so I would love to work in-house for a university or academic medical center, structuring research agreements and policies and ensuring compliance with federal and state law.

**What is one thing that people don't know about you?**

My family did not have health insurance when I was growing up, which I believe accounts for my great interest in health care policy and ensuring that the best quality care is available and accessible to all.

## Thank you for 25 great years.



**CMIC Members (left to right)**

- Front row:**  
Kirsten Berman, MD  
Mark Tramontozzi, MD  
Katarina Lujic Curtis, MD  
Sultan Ahamed, MD, MBA  
Stanley Keating, Jr., MD  
Patricia A. McDonald, MD

- Back row:**  
David B. Kalayjian, MD  
James Farmer, MD  
Theodore Zanker, MD  
Brian Van Linda, MD, MBA  
Vazrick Mansourian, MD  
Sheldon N Lyons, MD  
John Hornby, MD  
Tania Bandak, MD, MPH

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## Heroes from the Field

### John T. Randolph

Vice President and Chief Compliance Officer  
UMass Memorial Health Care

**“Health care is both a personal and community service. Supporting the provision of this service is, personally, very rewarding.”**



#### Community activities:

- Active member, Mass. Chapter of Health Care Financial Management Association of American Medical Colleges
- Forum on Conflicts of Interest in Academic and Compliance Officers Forum
- Steering Committee on Compliance, University Health System Consortium
- Adult leader, Boy Scouts of America
- Coach/director, youth basketball & soccer

#### Tell us about what you do.

UMass Memorial Health Care, Inc. is a \$2 billion non-profit health care system located in central Massachusetts and is the clinical partner of the University of Massachusetts Medical School.

I am responsible for overseeing the compliance program structure, including policy development, auditing and monitoring, inquiries/investigations, training, reporting and advice to management and boards of trustees.

Health care regulations are complex, periodically conflicting, constantly changing and, often, not intuitive. The ability to assist the organization in navigating these regulations in pursuit of the provision of high-quality, accessible health care is a personal objective.

Health care is both a personal and community service. Supporting the provision of this service is, personally, very rewarding. Health care service was deeply ingrained in me at an early age as my father, a widely respected pediatrician, inspired several members of my family and extended family to pursue medicine.

#### What is your proudest achievement?

In December 2007, the UMass Memorial Board of Trustees approved the organization's Vendor Relationships Policy, which was perceived to be on the "leading edge" nationally in addressing our faculty relationships with industry.

The project included a task force of physicians, the department chairpersons and executive leadership, and consumed considerable resources in the form of meetings, research and analysis. Many drafts were prepared and debated.

What was not debated was our core philosophy: "All decisions – clinical and otherwise – are based on the integrity of our professional judgments, our research and our analyses, and not tainted in any way by the nature of our relationships with outside parties." Although the policy represented a significant cultural change for the organization, the faculty supported it. The policy positioned UMass Memorial as a leader in addressing this complex, sensitive and periodically contentious area.

#### What is the biggest obstacle you have had to overcome?

Establishing and implementing a compliance program – including a Code of Ethics and Business Conduct in an organization where leadership integrity was in question.

I arrived at UMass Memorial in 1999 and for the period until an Interim CEO was appointed in October 2001, attempted to implement a compliance program, including a Code of Ethics, in an environment in which, due to several events, the integrity of leadership was in question.

UMass Memorial's current CEO arrived in October 2002 and prioritized organizational

values. The difference was demonstrable and, although changing culture is a long term endeavor, there is a clear commitment to the compliance program and the Code of Ethics and Business Conduct today.

#### Who is your role model and why?

My wife Carolyn Lisson Randolph, for her dedication, compassion and guidance; for her modest and measured ways yet substantive contributions to all causes; for her enormous gifts of friendship and support to our community; for the love, stability and structure she provides our family.

#### What would be your dream job?

To be professionally and intellectually challenged, and to have the resources necessary to succeed in my position. In this regard, I can't say that I know specifically what a "dream" job would be; however, I thoroughly enjoy my job and its challenges.

### Alan A. Wartenberg, M.D.

Associate Medical Director, Opioid Treatment Program  
DVA Medical Center

**“My proudest achievement is ... meeting patients and their families where I played some small role in helping them achieve sobriety.”**



#### Community activities:

- Member of Congregation Agudas Achim, Attleboro, Mass.
- American Cancer Society Relay for Life
- Attleboro Community Council of Churches Interfaith Committee

#### Tell us about what you do.

I have practiced Internal Medicine since 1980 and Addiction Medicine on a full-time basis since 1984. I have treated tens of thousands of individuals with alcohol, opiate, stimulant and other addictions.

In addition, I have done some original research in the treatment of alcohol withdrawal, a form of symptom-guided treatment that has increasingly become a standard of care. I have also been involved in the teaching of these issues to medical students, residents and practicing physicians over more than 30 years.

Finally, I have worked within medical organizations, including the American Medical Association, the Society for General Internal Medicine, the American College of Physicians and the American Society of Addiction Medicine, to expand and improve access to quality care for those afflicted with addictive illnesses.

As part of this, I have worked with the legal profession to defend many individuals with addiction who are accused by the legal system of drug distribution when it is likely that their possession was the result of their addiction and personal use.

#### Why do you do what you do?

A society is judged by its treatment of its most despised citizens.

Alcoholic and drug-dependent patients are often those who best fit this category, particularly those who start out from lower socioeconomic strata, are people of color, are poorly educated and whose lifestyle puts them into conflict with society.

As a health care professional with a personal history of addiction, I decided early in my career to focus on addiction treatment, and learned that this was a group that lacked advocacy in my profession, and for whom I could be at least one voice.

#### What is your proudest achievement?

I recently received a Lysander-Dole award from the American Association for the Treatment of Upload Dependency. As I stood up to accept and say a few words, with my wife in the audience as well as many old and new colleagues, I realized that my proudest achievement is, and always has been, meeting patients and their families where I played some small role in helping them achieve sobriety.

#### What is the biggest obstacle you have had to overcome?

My own recovery took me from both the study of medicine and from a meaningful life for more than five years. That struggle, which has lasted many years since then, remains a part of my life.

In addition, the recognition of the importance of identifying and treating those with addiction by my colleagues and by organized medicine and society in general, is an ongoing battle. Payment systems in both the public and private arenas are inadequate, and as a result resources are scarce and/or non-existent for many patients.

#### Who is your role model and why?

Dr. David Lewis, the co-founder and Chairman of the Brown University Center for Alcohol and Addiction Studies was an early and continuing influence on my career and professional development.

Dr. Lewis has greatly advanced the clinical, educational and organizational status of Addiction Medicine by his work, and particularly by his encouragement of young health professionals in this area.

#### What is the biggest challenge facing doctors and the health care industry today?

Creation of a health care system that will more efficiently and economically address our health care needs, including universal access, a simplified payment system (in my view, a single payer system), and parity between mental health/substance abuse treatment and that of "physical health conditions."

The development of private and public systems for treatment of substance abuse/mental health conditions has led to a two-tier system, with inequitable, unfair and inadequate resource sharing and standards of care. These systems should and must be unified.

#### What is one thing that people don't know about you?

Both my wife Carol and I both grew up in very poor circumstances, living in slum neighborhoods and going to college and graduate school on scholarships and loans. Both sets of parents had little formal education.

Carol and I both want to give back in honor of the ways in which we have been blessed.

### Valerie Zolezzi-Wyndham, Esq.

Director of Training and Professional Development  
Legal Assistance Corporation  
of Central Massachusetts

Legal Director, Family Advocates  
of Central Massachusetts

**“Doctors and the health care industry today are faced with the grave challenge of addressing the myriad social and economic issues that ... complicate the prompt, efficient and effective care that they deserve.”**



#### Community activities:

Board Member, Great Brook Valley Health Center

#### Tell us about what you do.

I am the Legal Director of Family Advocates of Central Massachusetts (FACM) which was formed in 2003 as a medical-legal collaboration between two non-profit organizations: the University of Massachusetts Medical School (UMMS) and the Legal Assistance Corporation of Central Massachusetts (LACCM), the legal aid organization that provides free civil legal services to low-income people in Worcester County. FACM's mission is to help children and their families with legal issues that endanger their health and threaten their well-being.

We currently have seven medical partners throughout Worcester County and have served hundreds of individuals. In addition to my FACM work, I am LACCM's Director of Training and Professional Development.

#### Why do you do what you do?

All children should be strong and healthy. I co-founded FACM with Pediatrician David Keller and attorney Rebecca Kislak, who shared my vision that all children in Worcester County, regardless of race or income level should enjoy strong health.

With inspiration from Medical-Legal Partnership - Boston, we identified the problem that legal services attorneys and health care providers work separately, and subsequently not always effectively, to help their client-patients improve their health (physical, emotional, and social).

We decided that if we joined forces to combat the social determinants that affect health in a coordinated way, we might greatly enhance the health of low-income families and their communities.

The FACM team (of medical providers and lawyers) works every day to improve the health of our neighbors and to improve the mechanisms that our partnership employs to serve at-risk and marginalized families.

#### What is your proudest achievement?

Aside from giving birth to and nurturing two young children, my proudest achievement was receiving the Equal Justice Innovations in Legal Services Award in Recognition of my vision in creating the Family Advocates of Central Massachusetts in May 2004.

#### What is the biggest obstacle you have had to overcome?

My family lives in Mexico City, where I was born, and I miss them, the culture and food. I have learned to live apart from them and have formed a loving family here but still ache for "home."

#### Who is your role model and why?

My role model is my good friend Shari Zimble, who passed away from breast cancer this past year.

She was an amazing lawyer, a graceful and funny person, a loving mother and a nurturing teacher who helped energize and organize a new generation of passionate and visionary legal aid lawyers. She lived with a terrible disease for many years but did not let the disease, or her treatment, crush her spirit or interrupt her great work or dedication to her family.

#### What is the biggest challenge facing doctors and the health care industry today?

Equal access to health care regardless of income level and/or insurance coverage.

In addition, doctors and the health care industry today are faced with the grave challenge of addressing the myriad social and economic issues that impact patients and complicate the prompt, efficient and effective care that they deserve and that providers want to provide.

#### What would be your dream job?

I would teach literacy, workers' rights and advocacy skills to new immigrants so that they can participate more fully in our society.

# The Leaders in Quality

are professionals whose unique efforts have helped advance safety, quality and risk management for many patients and health care providers.

## Susan A. Abookire, M.D., M.P.H.

Chair, Quality & Patient Safety  
Mount Auburn Hospital

"Of all the health care industry's challenges, the most serious right now is maintaining professionalism and passion in medicine, in the midst of brutal external forces that encourage shift work, handoffs, regulations and fragmented care."



### Community activities:

- Facilitator at community talks about patient safety
- Salsa dancing teacher
- Boston Nature Conservancy participant
- Board member of organizations that improve health care
- Active member of MIT Bridge Club

### Tell us about what you do.

I am the Chair of the Department of Quality and Patient Safety at Mount Auburn Hospital, a Harvard teaching hospital in Cambridge, Mass.

I began my career as an electrical engineer in aviation systems, designing and implementing flight management systems for a decade prior to medical training.

A graduate of Harvard Medical School, I practiced and taught Internal Medicine full-time at the Brigham and Women's Hospital for seven years before devoting myself to leading patient safety and quality initiatives. In 1998, I received a Masters in Public Health from the Harvard School of Public Health, focusing on clinical effectiveness and patient safety.

In my current role, I founded my department, which has created a new standard for learning from adverse events known as the "RC double A" (root cause analysis and action) and implemented disclosure response teams to support patients and providers after unanticipated adverse events.

### Why do you do what you do?

My passion for improving health care and patient safety stems from my engineering background. When I trained to become a physician, I became acutely aware of the weaknesses in the methods of delivery within health care.

I have an inborn desire to find ways to make things better, and I have no tolerance for waste. Having the training as an engineer to design good systems gave me the tools to fuel my passion into a life's work.

In addition to that, as a mother, wife and patient, I have no patience for anything less than excellence in something as important as caring for the ill and vulnerable among us.

### What is the biggest obstacle you have had to overcome?

Change within health care comes slowly, and is met with much resistance. I tended to respond to resistance with (unfortunately) impatience and even anger. This was enormously counterproductive. I had to learn to understand resistance and accept it, and to truly value and appreciate each individual in this process of change.

### Who is your role model and why?

There is a grief-stricken mother whose young daughter died as a result of a medical error. This mother has the courage to speak at national and international conferences about the events that led to her daughter's death, including her own heart-rending efforts to keep her daughter safe.

Each time I hear her speak, I cannot hold back tears. On one occasion she looked out at the audience with a face pinched with grief and said: "Fix it." From that moment on, I mentally keep her over my shoulder, urging me on.

### What is the biggest challenge facing doctors and the health care industry today?

The enormity of change needed is immense, and it is daunting to consider how each organization, practice group, nursing facility, surgical center, etc. can transform itself.

Of all the health-care industry's challenges, the most serious right now is maintaining professionalism and passion in medicine, in the midst of brutal external forces that encourage shift work, handoffs, regulations and fragmented care.

The relationships among caregivers, and between providers and patients, are a precious source of joy and healing that must remain intact.

### What would be your dream job?

My dream job would be to be the national czar creating a model health care system from the ground up, for others to evaluate, emulate and build upon.

I must add to this, the opportunity to teach others how to develop quality and safety processes and organizations.

Lastly, a great deal of urgency exists to reduce health care costs; in my dream job I would be charged with establishing standards and resources to realize the numerous win-win opportunities I see to simultaneously reduce waste, reduce costs, enhance satisfaction and improve care.

# Healthy is

*being recognized for the quality of care you deliver.*

We congratulate Dr. Jacqueline Wolf, a specialist in Gastroenterology at Beth Israel Deaconess Medical Center, for being recognized by the Massachusetts Medical Law Report for its 2009 RX for Excellence Award. Her commitment to medical excellence serves as an inspiration to us all.



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## Leaders in Quality

### Barbara B. Anthony, Esq.

Undersecretary  
Office of Consumer Affairs & Business Regulation  
Commonwealth of Massachusetts

*"I like making a difference in the lives of citizens."*



**Tell us about what you do.**

I work in the public sector and in public interest law and policy, focusing on consumer protection, antitrust and health care. Over the past 30 years, I have served in law enforcement, public policy and management roles in the federal and state government in Boston, Washington, D.C., and New York City.

**Why do you do what you do?**

I like making a difference in the lives of citizens.

**What are your proudest achievements?**

Completing the Attorney General's Community Benefits Guidelines for Non-Profit Acute Care Hospitals and Non-Profit HMOs, and promulgating various health care regulations designed to protect consumers. Also, as Executive Director of Health Law Advocates, leading a non-profit law firm devoted to giving access to health care to low-income consumers.

**What is the biggest obstacle you have had to overcome?**

Learning to achieve results with limited financial resources.

**Who is your role model and why?**

Michael Dukakis – a life devoted to serving the public interest in and out of government service. A man always loyal to his ideals.

**What is the biggest challenge facing doctors and the health care industry today?**

Providing evidence-based care, coordinating care among specialties, improving health status indicators, listening to patients and doing all of the above with a view toward quality and cost savings.

**What would be your dream job?**

A stage actor.

### Daniel J. Barrieau, RRT, CPFT

Director, Respiratory Care Services  
Cooley Dickinson Hospital



*"I get the greatest sense of accomplishment from achieving goals others find unattainable."*

**Community activities:**

- Performance Improvement and Microsystems Coach
- Member, Band-Parent Association, Ludlow, Mass.,
- Magician

**Tell us about what you do.**

I am the director of respiratory care services at Cooley Dickinson Hospital in Northampton, Mass. The nature of my practice is to ensure the highest level of quality and safety for patients receiving respiratory care services.

One major focus is identifying and implementing strategies reducing the risk of ventilator associated pneumonia (VAP) for patients

dependent upon machines to breathe. VAP is the number one killer among hospital-acquired infections, with a mortality rate of 46 percent.

Our work has resulted in 597 consecutive days without incidence of VAP.

**Why do you do what you do?**

I get the greatest sense of accomplishment from achieving goals others find unattainable. Others hold the belief that since 15-40 percent of ventilator patients develop VAP, one cannot reasonably prevent the deadly infection. If you don't accept that premise, something can be done to influence change.

**What is your proudest achievement?**

Obviously, moving an organization from having as many as 25 incidences of ventilator associated pneumonia per 1000 ventilator days to zero is something in which one can find pride. Sustaining '0' VAP for 597 days with the same group of people who achieved the less desirable results demonstrates an ability to influence change in others. That is probably my greatest source of pride.

**What is the biggest obstacle you have had to overcome?**

As with all change, overcoming people's natural resistance to change is the most difficult challenge. Convincing people that they need to do something different if they want to achieve a different result can be difficult.

**Who is your role model and why?**

Craig N. Melin, President and CEO of Cooley Dickinson Hospital, is my role model. Craig has led the hospital through transformation. His vision for CDH to become a model community hospital resonates with me.

He never forgets to remind us that if we want to achieve a different result, we need to do something different. He is always focused on quality and safety. He has challenged me to find ways to provide care that pull out cost and inefficiency but improve or maintain quality and safety.

**What is the biggest challenge facing doctors and the health care industry today?**

Finding ways to eliminate waste. We cannot go on doing things the way we always have done them. We need to search for ways to pull out the cost from care but not negatively impact quality and safety. In fact, we need to improve quality and safety at the same time.

**What would be your dream job?**

Working in quality facilitating team transformation. Focusing on improving the product while reducing the cost and risk to patients.

### Stephen W. Bernstein, Esq.

Partner  
McDermott Will & Emery, LLP



*"Solving the puzzle of how to deliver care that is timely, comprehensive, patient-centered, cost-effective and safe, while at the same time properly rewarding those involved in making this delivery happen correctly, has always fascinated me."*

**Community activities:**

- Member, Disabilities Committee, Jewish Family and Children's Services

**Tell us about what you do.**

My practice focuses on four primary areas: (i) transactions, mergers/acquisitions of health care organizations and data licensing arrangements; (ii) electronic health records and quality metrics; (iii) data protection; and (iv) structuring clinical trials, post-market observational registries and related research matters. I co-lead the firm's Life Sciences Practice and chair the firm's HIPAA, or Health Insurance Portability and Accountability Act, Practice.

**Why do you do what you do?**

I have been involved with health policy and health law since high school, where I debated national health insurance. I then majored in Public Policy Sciences at Duke University, and did internships at the U.S. House of Representatives Subcommittee on Health and Long-Term Care, and the British National Health Service, Northwest Thames Region, in the Office of Strategic Planning.

Solving the puzzle of how to deliver care that is timely, comprehensive, patient-centered, cost-effective and safe, while at the same time properly rewarding those involved in making this delivery happen correctly, has always fascinated me. It's tangible and impacts everyone on a daily basis. Being part of that solution-oriented effort is exhilarating, and every day brings something different.

**What is your proudest achievement?**

Professionally, I am most proud of being a recognized part of a health care and health law community (in Boston, nationally and now, internationally) that is helping to lead the effort in improving care delivery, measurement and quality on a cost-effective basis.

I am also proud of being known as an advisor who is knowledgeable, practical, concrete and innovative, all in a way that helps further the goals of parties who are aiming to (and are, in fact) fixing the health care system from all angles, i.e., biopharma, hospitals, physicians, research/teaching, etc.

From a personal standpoint, it's the hope that I have been able to find a healthy balance between job/law firm and family so that my relationships are strong and nurturing in both.

**What is the biggest obstacle you have had to overcome?**

Ensuring that I have developed a balanced law practice that stays current, while at the same time is focused on staying one step ahead of the trends and the directions in which clients want and need to head.

With the almost daily changes in health regulatory developments and business goals, and resulting strategic and operational processes of clients, keeping up-to-date and then using these tools to proactively develop solutions is a battle, but one that can be won.

**Who is your role model and why?**

There isn't a single person – it's the composite of my colleagues (in law, business and health care) who are creative, responsive, quick-witted, compassionate and nurturing to younger colleagues, understand the critical nature of team play, and are able to juggle multiple roles as thinker, innovator, problem-solver, manager and leader.

Because of the complexity of health care and business, attempting to bring all of these attributes together is a goal because I think it can help solve the puzzles and challenges facing the health care industry today.

**What would be your dream job?**

Restaurant chef/proprietor known for cooking and serving fresh, interesting, casual food that you remember!

**What is one thing that people don't know about you?**

I am pretty much an open book, but some may not know of my interests in home restoration, architecture and design, and cooking.

### JudyAnn Bigby, M.D.

Secretary of Health and Human Services  
Commonwealth of Massachusetts



As the state Secretary of Health and Human Services, Dr. JudyAnn Bigby oversees 17 state agencies and serves in the Cabinet of Governor Deval Patrick. She came to her current position with a wide range of experiences, as a primary care physician, professor, researcher and health policy expert.

According to the state government's website, one of Secretary Bigby's top priorities is ensuring the state delivers high-quality and accessible services to Massachusetts residents.

She oversees the state's Medicaid program; child welfare, public health, disabilities, veterans' affairs, and elder affairs.

A proponent of universal health coverage, she is credited with implementing several elements of the state's influential health care reform law.

Dr. Bigby previously served as the Medical Director of Community Health Programs at Brigham & Women's Hospital. She was also Associate Professor of Medicine at Harvard Medical School and Director of the school's Center of Excellence in Women's Health.

Prior to her appointment, she served on many boards and expert panels including the Boston Public Health Commission, the Institute of Medicine's Committee on Assuring the Health of the Public in the 21st Century, and the Minority Women's Health Panel of Experts for the U.S. Department of Health and Human Services.

### Alice Bonner, Ph.D.

Executive Director  
Massachusetts Senior Care Foundation



*"We need to make the health care system easier to navigate for patients and families of older adults."*

**Community activities:**

- Middle school band parent liaison
- Freshman baseball parent group

**Tell us about what you do.**

I have been a gerontological nurse practitioner for the past 19 years, and have enjoyed caring for and learning from my long-term care residents and their families.

From 1997 until 2005, I was Clinical Director of Long Term Care and Geriatrics at the Fallon Clinic in Worcester, Mass. I am also an Assistant Professor at the Graduate School of Nursing at the University of Massachusetts in Worcester, Mass.

Currently, I am Executive Director at the Massachusetts Long Term Care Foundation, an organization that works to improve the lives of older adults and persons with disabilities through research, education and quality improvement programs across all settings and throughout the Commonwealth. The foundation works to support and expand our long-term care workforce through scholarships, career ladders and other workforce development initiatives.

My research interests include the prevention and management of falls, medication safety and collaborative practice models in long-term care, and utilizing nurse practitioner/physician teams.

I co-chair the Massachusetts Statewide Falls Prevention Coalition and the Massachusetts Care Transitions Forum.

**Why do you do what you do?**

Being a nurse is a great privilege; the close relationships that we have with our residents

## Leaders in Quality

and families are rich and rewarding. Being a caregiver for my father and father-in-law taught me to appreciate what family members go through when older adults become sick.

We need to make the health care system easier to navigate for patients and families of older adults. I believe that Massachusetts can help to solve some of the problems that families encounter in our health care system.

**What is your proudest achievement?**

Demonstrating that nurse practitioner/physician teams in long-term care provide high quality, cost-effective care, have lower acute care utilization and have higher resident/family satisfaction. Publishing and disseminating this work with colleagues across the U.S. and Canada.

**What is the biggest obstacle you have had to overcome?**

Getting people to respect nurses as policy and decision-makers (especially 25 years ago).

**Who is your role model and why?**

Dr. Lucien Leape, because he always speaks his mind, and is a tireless advocate for patient safety and for those who cannot speak for themselves.

**What is the biggest challenge facing doctors and the health care industry today?**

Explaining health care cost containment in a way that the public can understand so that citizens can participate in the debate and be willing to accept that more care is not always better quality care.

**What would be your dream job?**

Philanthropist/Foundation Director who could make grants to organizations or individuals for geriatric programs and research.

### Marylou Buyse, M.D., M.S.

President and CEO  
Massachusetts Association of Health Plans



*“The true challenge facing doctors and the health care industry today is to look beyond the current raging battles to the fundamentals.”*

**Community activities:**

- President, Massachusetts Health Council Board
- Massachusetts Health Data Consortium Board
- Martin’s Point Health Plan Trustee, ADA Draper Fund
- Ballroom dancing
- Horseback riding

**Tell us about what you do.**

Since graduating from medical school in 1970, I have always been a practicing physician. That is the core of my career.

In addition, I am fortunate to have had the opportunity to contribute to my profession from a range of diverse positions including: medical school faculty member at Boston University, Tufts and Harvard; chief of pediatrics for urgent care at Harvard Community Health Plan; as medical director of the WE. Fernald State School; medical director of Med-

icaid at MassPRO; director of clinical genetics at Children’s Hospital Boston; president of the Center for Birth Defects Information Services, Inc.; and positions involving pioneering work in computer medicine.

I have also had the opportunity to contribute to the management of medicine as medical director of Care Advantage, Inc. and United Healthcare of New England, and subsequently as United’s vice president for health affairs.

In 1998, I was elected by my peers to the presidency of the Massachusetts Medical Society. I have served as a member of the Massachusetts Board of Registration in Medicine, and for the past eight years I have been president of the Massachusetts Association of Health Plans, where I have worked proactively for public health and patient safety.

**What is your proudest achievement?**

Because I have been able to view our profession from so many different perspectives, and have been therefore required to address shared goals through competing realities and constraints, I hope that I have been successful in achieving a balanced appreciation of the vast complexity of American health care as both a system and an operational challenge.

My goal has been to apply what I have discovered to the field as a whole, and if I had to single out one achievement, it would be that I have always been accepted by peers and colleagues who may – at a given time – be representing very different interests and perceived objectives.

As an example, I was elected president of the MMS at the same time that I worked for a health plan, despite the fact that Society members were, at that point, in the midst of a battle against health plans.

**What is the biggest challenge facing doctors and the health care industry today?**

The true challenge is to look beyond the current raging battles to the fundamentals and to the pursuit of “do no harm” that will ultimately shape our options. Only if we can view health care in that broad context, and not allow ourselves to be distracted by false starts, will we be able to find our way to the other side of what promises to be a lengthy crisis.

**What is one thing that people don’t know about you?**

When I was at USC in California, I was also a competitive sports car slalom racer who campaigned a Lotus Europa. I love competitive sports, and am always happy when the Red Sox win.

### Ray Campbell

Executive Director and CEO  
Massachusetts Health Data Consortium



*“I have had the good fortune to work on ... many interesting and important initiatives at the intersection of law, public policy, and information technology.”*

**Outside/community activities:**

Typical activities of a parent with an 11-year-old girl and a 10-year-old boy.

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## Leaders in Quality

### Tell us about what you do.

I have only practiced law, strictly speaking, for about half the time I have been out of law school. Most of my career has been spent in public policy and management positions with public sector and non-profit entities.

Over that time, I have had the good fortune to work on, and hopefully add some measure of value to, many interesting and important initiatives at the intersection of law, public policy, and information technology.

### Why do you do what you do?

I like work that is interesting, challenging and socially useful. I am lucky to have held numerous jobs over the years that fit this description. Each one was a chance to learn something new and to meet smart, motivated people who want to make the world a better place.

### What is your proudest achievement?

Raising my kids with my wife.

### What is the biggest obstacle you have had to overcome?

I know some people who have had to overcome great difficulties or obstacles in their life, and with that in mind I can say that I have been fortunate to have enjoyed a life and a professional career that have been free of noteworthy obstacles.

### Who is your role model and why?

People who are at peace, who are grounded and happy, can be found in all walks of life and are the people I most admire.

### What is the biggest challenge facing doctors and the health care industry today?

Coping with the coming wave of major changes, including the HITECH Act incentives/mandates, Massachusetts payment reform, federal health reform, and ICD-10. In five years, when these changes have mostly been absorbed by the system, the healthcare landscape will look very different from the way it does today.

### What would be your dream job?

Boreal forest biologist. I like being in the north woods.

### What is one thing that people don't know about you?

Every year for the past fifteen years, I have taken a one-week backpacking trip in February in the western mountains of Maine. You don't know cold until you have had to crawl out of a sleeping bag in the woods and get a fire started when it is 30 degrees below zero.

## Alice A. Tolbert Coombs, M.D., F.A.C.P.

Staff Intensivist, Anesthesiologist  
South Shore Hospital, Milton Hospital

"My biggest obstacle is overcoming the discouragement from seeing a need, observing the development of a solution and, when it comes time for implementation, being paralyzed by a lack of resources."



### Community activities:

- AMA Commission to Eliminate Health Care Disparities
- Massachusetts State Commission to Eliminate Health Care Disparities, Chair,
- Subcommittee on Workforce Diversity 2004-2005
- Chair of Workforce Development and Diversity Committee
- Massachusetts Board of Registration in Medicine-Patient Care Assessment (PCA)
- Massachusetts Payment Reform Commission Member 2009

### Tell us about what you do.

I practice about 35 percent ICU medicine and 65 percent anesthesiology in a blue-collar community (South Weymouth, Rockland and Brockton) with some patients from other suburbs such as Abington and Hingham. As an ICU doctor, I take care of mechanically ventilated patients with smoking-related illnesses.

Seeing these patients everyday forced me to ask myself, "How can I make a difference in the next generation?" In an attempt to answer this question through action I created the "Smoking Don't Go There Program." I was having a cup of coffee with my friend, Suniti Nimbker MD, when we came up with the name!

It has also afforded me an outstanding opportunity to engage in community outreach activities, such as this program, which engages physicians to go into elementary, middle and high schools to discuss the hazards of smoking.

The success speaks to the fact that anything can be successful if you are willing to work with others and you don't care who gets the credit. Now, from year to year, doctors rush to put their request in for which school they want to go to.

### What is your proudest achievement?

The impact my mentoring students has had on increasing the number of minority students interested in medicine.

I also particularly appreciate the number of colleagues who have become involved in grassroots community efforts as a result of their involvement in the "Smoking Don't Go There Program."

In the professional arena, I am honored to have represented physicians on the Massachusetts Payment Reform Commission. This provided me an opportunity to reflect the voices of the physicians of Massachusetts.

### What is the biggest obstacle you have had to overcome?

My biggest obstacle is overcoming the discouragement from seeing a need, observing the development of a solution and, when it comes time for implementation (on a large scale usually), being paralyzed by a lack of resources.

### Who is your role model and why?

My mother, Elba Louise Tolbert. She is a giver and not a taker! Her limited education but innate brilliance allowed her to harvest from little and give to others.

I am blessed today because of what she did yesterday! As quoted from Malachi "Give and it shall be given unto you," or your children. (That's my version.)

### What is the biggest challenge facing doctors and the health care industry today?

The balance between caring for patients and the barriers to practicing medicine. The commercialization of the practice of medicine threatens the patient-physician relationship.

### What would be your dream job?

CEO of Health Care Disparities Institute, engaged in improving access, quality of care, workforce diversity, and physician awareness in underserved areas. Or Surgeon General.

### What is one thing that people don't know about you?

Running and exercise is my therapy.

## Alfred DeMaria Jr., M.D.

State Epidemiologist  
Massachusetts Department of Public Health

"The greatest satisfaction is in front-line public health practice, working with dedicated colleagues, dealing with challenges as they arise, and feeling ... that some improvement in overall population health is being accomplished."



### Community activities:

- Boards of the Massachusetts Public Health Association and the Public Health Museum Board of Overseers of the Tufts Dental School
- Committees of the Massachusetts Medical Society
- Transfusion Transmitted Disease Committee of the AABB

### Tell us about what you do.

Over the past 20 years, I have served as the director of the Bureau of Communicable Disease Control and now as the medical director of the Bureau of Infectious Disease Prevention, Response and Services, as well as the State Epidemiologist for the Massachusetts Department of Public Health.

In these roles, I was responsible for program management in multiple areas, policy development, expansion of federally funded programs and development of new state initiatives.

From 2003 to 2007, I was the Chief Medical Officer of MDPH and a member of the Governing Body of the Public Health Hospitals. From 2005-2007, I was acting director of the Massachusetts State Laboratory Institute and the Bureau of Laboratory Sciences, establishing a new collaboration with the University of Massachusetts Medical School.

In these roles, I have served as a consultant on infectious diseases for numerous state agencies, including the Department of Correction, Department of Mental Health, Division of Medical Assistance, Division of Insurance, Office of the Chief Medical Examiner, and others.

From 1990 through 2007, I was on the staff of Hallmark Health and the Cambridge Health Alliance providing inpatient infectious disease consultation.

I have served on several federal advisory committees, including six years on the Healthcare Infection Control Practices Advisory Committee. I am now a member of the MDPH Leadership Group for the Healthcare-Associated Infection Prevention Program.

### Why do you do what you do?

I came to public health after experience in academic medicine and then private practice. While these previous careers were rewarding and fulfilling, the practice of public health has been the most personally and professionally satisfying of all.

The greatest satisfaction is in front-line public health practice, working with dedicated colleagues, dealing with challenges as they arise, and feeling, even in the minute particulars of the work, that some improvement in overall population health is being accomplished.

### What is your proudest achievement?

Contribution to the implementation and maintenance of critical public health programs in the face of budget and structural challenges, including the universal vaccine program, the influenza vaccine program, the tuberculosis control program, arbovirus and vectorborne disease programs, enhanced disease surveillance, expanded refugee health programs and specialized training centers.

### What is the biggest obstacle you have had to overcome?

The first obstacle was not having professional training or experience in public health and needing to gain that on the job. The second challenge was developing the patience and persistence to see things through in the long haul.

### Who is your role model and why?

Henry Ingersoll Bowditch, leading 19th century physician, progressive public health advocate, abolitionist, educator and first chair of the Massachusetts Board of Health.

He was among the first in the United States to understand the role of public health and how it interfaced with medicine. He was an inspiring and courageous man of principle.

### What is the biggest challenge facing doctors and the health care industry today?

At around the time I started in medicine, the traditional role of the physician was

changing. Over the past 40 years, the increasing complexity of health care, the application of technology, and the shortcomings of the system in terms of access and outcomes in contrast to the great advances, have all contributed to this role transition.

While most of my colleagues embrace the challenges presented and appreciate the advances, I think the biggest challenge has arisen in the pressure of not having the time to do the type of job one thinks should be done and not having control over the underlying causes.

### What is one thing that people don't know about you?

Most people in public health don't know that I was once morbidly obese and that I lost 150 pounds 22 years ago and I count every calorie, every day.

## Marianne E. Felice, M.D.

Professor and Chair, Department of Pediatrics,  
University of Massachusetts Medical School

Physician-in-Chief,  
UMass Memorial  
Children's Medical Center



"I feel blessed in that I think I am doing exactly what God put me on earth to do."

### Outside/Community activities:

- Chair of the Worcester Infant Mortality Reduction Task Force
- Past President of the Association of Medical School Pediatric Department Chairs
- Board of Directors – Society for Adolescent Medicine
- Traveling, tennis, playing jazz on the drums

### Tell us about what you do.

Although I am a pediatrician and an adolescent medicine specialist, being the chair of an academic department does not lend itself to a medical practice in the usual sense. I do see some patients, mostly adolescents, and I do teach and supervise residents and medical students in the care of children and adolescents, but I consider the entire Department of Pediatrics and the Children's Medical Center as "my practice."

I was recruited to the University of Massachusetts Medical School from the University of Maryland Medical School to become chair of the department in September 1998, a few months after the University of Massachusetts Medical Center and Memorial Hospital merged to become UMass Memorial Health Care.

I was the first "outside" chair recruited post-merger. Like all academic chairs, I am responsible for overseeing the clinical, educational and research missions of the institution in the area of child health.

I am responsible for overseeing clinical care at the Children's Medical Center that consists of a 41-bed inpatient unit, a 43-bed Neonatal Intensive Care Unit, and an 11-bed Pediatric Intensive Care Unit.

### Why do you do what you do?

I love what I do. I think caring for children and teaching young physicians to care for children are the most exciting and noble activities of my profession. We are not only addressing the medical issues of today, but we are addressing the health care needs of the generations to come. I feel blessed in that I think I am doing exactly what God put me on earth to do.

### What is the biggest obstacle you have had to overcome?

My biggest obstacle was getting into medical school in the first place. I did not go to

## Leaders in Quality

medical school via the usual route and that is why I consider this an obstacle. In addition, when I began medical school (in 1968), only 10 percent of medical school students across the nation were women.

### Who is your role model and why?

Mother Thomas Aquinas Carrol (Sister Betty Carrol, RSM). This individual was well educated (doctorate in history), was a visionary (spent her senior years with nuns from other denominations besides Catholicism), and was a respected leader (was president of a college and then mother superior of a religious order), but she never forgot why she had entered the convent in the first place. When she finished her leadership positions, she led a group of nuns to Peru where they developed a program for poor native women to help them be independent.

I have never forgotten that when she saw a problem in her order (inadequate counseling of nuns leaving the convent), she took a risk to solve the problem (sending me to medical school).

### What is the biggest challenge facing doctors and the health care industry today?

The financing of quality health care for all is our biggest challenge. Like many others, I believe that quality health care is a right, not a privilege.

But where do we cut expenses to do this? Everything is more expensive than it used to be: salaries, equipment, insurance, medications, etc. Medicine has become a big business. What do we cut? Services? Do we ration health care? Will the government do it better and cheaper?

## Diane Gulczynski, RN, MS

Senior Vice President of Patient Care Services & Chief Nursing Officer  
New England Baptist Hospital



*"I feel responsible for training the next generation of nurses and patient care providers to be the best they can be."*

### Community activities:

- Mass Audubon Society
- Maine Coast Heritage Trust

### Tell us about what you do.

As Senior Vice President and Chief Nursing Officer, my responsibilities include the oversight of all clinical areas that deliver inpatient care, outpatient surgeries, rehabilitation services, case management, diagnostics and laboratory, food and nutrition, environmental services, security and facilities.

My role is to ensure a culture of safety for our patients, visitors and staff. We accomplish this by encouraging and supporting each other in an atmosphere that fosters innovation and day-to-day practices using evidence-based research. These practices and protocols are then communicated clearly and frequently to all constituencies to assure a positive outcome.

During my administration, NEBH has scored in the 99th percentile locally and nationally for patient satisfaction for the past five years. In 2008, we received the Summit Award for inpatient satisfaction scores exceeding the 95th percentile for three consecutive years. We received the Betsy Lehman Foundation award for Patient Safety for eliminating hospital-acquired infections.

And we became a national leader in infection control in 2006 when we became the first health care facility in the Northeast to pre-screen all inpatient surgery candidates for MRSA and Staph aureus. This infection control program has brought a 5 percent reduction in patient Staph aureus incidents and a 60 percent reduction in MRSA incidents.

### Why do you do what you do?

I do it for a few reasons: I feel responsible for training the next generation of nurses and patient care providers to be the best they can be. I started my career many years ago as a lab technician, and I know professional accomplishment and achievement is possible if others mentor and encourage individuals along the way.

With well-trained nurses and caregivers, we make a positive difference every day in a person's life. That's one of the reasons I do what I do.

Another reason I do what I do is the professional challenge I face daily as the chief nurse and an administrator who has great pride in and a commitment to quality patient care.

### What is your proudest achievement?

Shepherding NEBH to the forefront in eradicating hospital-acquired infections, such as Staph aureus and MRSA. Our program is the first of its kind in the Northeast and it is self-funded. It took a lot of hard data

and selling the concept to convince our Board, our doctors and our staff that this was the right thing to do.

### What is the biggest obstacle you have had to overcome?

As a daughter and a nurse who knew there was nothing else we could do medically, getting the strength to tell my mother it was okay to "let go" when she was dying.

### Who is your role model and why?

I have a few role models but Marge Burns, the Director of Surgical Services at the New England Deaconess Hospital, stands out as the one that helped shape my professional destiny.

I had advanced from lab technician to OR technician. Marge created and taught the OR technician training at the Deaconess. After I completed the training, she pulled me aside and urged me to become a nurse and to specialize in the OR. She taught me how to think and anticipate in the OR, and she taught me how to have and see a professional vision for my future.

### What is the biggest challenge facing doctors and the health care industry today?

Keeping patient safety and quality of care at the highest level while we work to balance budgets and mitigate risks.

### What would be your dream job?

To be the head diagnostician at a medical center.

### What is one thing that people don't know about you?

I love getting my hands dirty in the soil. I have a small farm where I spend hours tilling, planting, weeding and nurturing my seedlings.



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## Leaders in Quality

### Rosemary Hargreaves

Director of Performance Improvement and Risk Management  
Shriners Hospitals for Children - Boston

**“Dreaming tomorrow’s care possibilities and delivering them today to our burned children has the highest reward with a child’s smile and a mother’s confidence that we have done our best.”**



#### Tell us about what you do.

My practice at the Shriners Hospitals for Children-Boston includes the facilitation of performance improvement and risk identification, focused on the elimination of risk to patients while improving the quality of care to patients and families.

In this position, a culture that is “free to report” (blame-free) has been implemented that seeks through interdisciplinary communication to identify risk, communicate it to the process owners and work towards best practice.

It is this vision of transparency and the capacity of a strong physician-led team that has allowed self-reporting to become the norm. All providers and workforce members report themselves for either actual or potential opportunities to improve safety for children.

These errors have a high capture rate prior to reaching the patient. The culture of reporting that I have nurtured [allows members of our staff to feel] “free to report” medical errors.

#### Why do you do what you do?

At the Shriners Hospitals for Children-Boston, I have the great privilege to serve the organization by facilitating the care and services we provide in the way that safe and quality care is supposed to be delivered. We do this one child at a time, on time, to the right child, by the best hands and minds possible, developed by way of evidenced-based practice patterns.

The leadership and governing body command the very best and the same is expected by our patients and families. Dreaming tomorrow’s care possibilities and delivering them today to our burned children has the highest reward with a child’s smile and a mother’s confidence that we have done our best.

#### What is your proudest achievement?

The Shriners Hospitals for Children-Boston has been an environment where achievement is strongly encouraged. Most recently I achieved my Masters in Healthcare Administration. In my now almost 11 year tenure at the hospital, I have led the organization in consecutive Joint Commission unannounced surveys for the past three cycles without a single requirement for improvement.

I owe it all to the physicians, nurses, therapists, managers, leaders, Board of Governors, corporate guidance (particularly my general counsel) and, last but certainly not least, the workforce.

#### What is the biggest challenge facing doctors and the health care industry today?

According many sources including the American College of Healthcare Executives, access, quality and cost are the predominant challenge. I would agree and also add safety to the challenge.

#### What would be your dream job?

I dream of becoming a chief executive within the Shriners Hospitals for Children.

#### What is one thing that people don’t know about you?

One thing almost no one knows about me is my love of music. Not just any music but Bowie, Zepplin, Marley and Fleetwood Mac just to name a few. I can often be seen singing away as I drive down the expressway each morning. Of course everyone thinks I am talking on the cell phone!

### Paula Hereau, PT, MA

Chief Quality & Compliance Officer  
Spaulding Rehabilitation Hospital

**“I have done what I can so that other people and their families have the chance of experiencing ... amazing recoveries.”**



#### Community activities:

Capeway/Greater Bridgewater Junior Miss Scholarship Committee

#### Tell us about what you do.

As the Chief Quality and Compliance Officer at Spaulding Rehabilitation Hospital for several years, and for Spaulding Rehabilitation Hospital Network since it formed in October 2008, I have strategic and operational responsibility in the areas of quality, patient safety, risk management, accreditation and compliance.

The network is comprised of an acute rehabilitation hospital, a long-term acute care hospital and two skilled nursing facilities. Along with leaders from the other facilities, I have been focused on developing common metrics and benchmarks across the network to allow evaluation by clinicians, management and the governing body, and drive comparable performance.

#### Why do you do what you do?

My current position is a progression in a career devoted to medical rehabilitation. At the risk of seeming sappy, I was attracted to the field because of the astounding recovery my brother achieved in the months after a brain injury he incurred when hit by a truck at age 6. As the older sister, having just turned 9, I was fascinated by his accounts of physical therapy particularly.

Quite simply, first as a physical therapist and then in a variety of capacities, I have done what I can so that other people and their families have the chance of experiencing a similar amazing recovery.

#### What is your proudest achievement?

I lead a “double life” as a dance teacher. Several years ago a 12-year-old student from our dancing school was diagnosed with an arteriovascular malformation and suffered a significant stroke during the neurosurgical procedure to excise it. She came to Spaulding for her rehabilitation.

At first, I asked to work with her physical therapist, thinking that as a skilled dancer, she might respond to dance terminology. Her PT believed it did contribute to a more speedy recovery, but she had substantial residual deficit and though she walked independently, could not rejoin her dance classmates.

I became her private teacher and within a year of her stroke she performed from a seated-on-the-floor position at her recital and then at the American Stroke Association’s annual Survivor Conference. A television reporter saw her there and arranged for her story to be featured in a health segment.

Seeing herself on television, she exclaimed, “I don’t know any other kids my age who have had a stroke, but I don’t know any kids who have been on television either!” We continued to work together throughout her high school years and I am very proud to have helped her continue to love to dance.

I realize a “quality” endeavor may be more germane. One problem we had at Spaulding was that several sentinel events had communication as a root cause; staff had attempted unsuccessfully to express concerns about patient care and experienced profound distress at this breakdown. We undertook a number of corrective actions that did not seem to reach the core issues.

I was certain the approach known as “crew resource management” or “team training” was

necessary, but the cost was beyond our reach. After a series of explorations, CRICO/Risk Management Foundation suggested that we apply for one of its grants, which we eventually received.

This past winter, we implemented team training on one of the patient care units. The early results in terms of patient experience, patient outcomes and staff perception of the culture of safety have exceeded our expectations and I look forward to working with other units to implement the approach.

#### What is the biggest obstacle you have had to overcome?

I am somewhat reserved and reticent by nature. I have had to surmount this in order to participate in endeavors I consider worthwhile.

#### Who is your role model and why?

My role model is Barbara Rohan, though I lost touch with her quite a few years ago.

Throughout her career as an innovative rehab nurse, she made extraordinary connections with patients. As an entrepreneur, she created organizations to deliver rehabilitation in remote locations and in the neighborhoods of western Massachusetts.

I was inspired by her enthusiasm and courage and moved by the way she spoke about and interacted with her team of collaborators.

#### What would be your dream job?

I still fantasize about having grown tall enough to be a Rockette, or becoming a health policy researcher and professor.

#### What is one thing that people don’t know about you?

I’m pretty much an open book, but people might be surprised to know I can still do a split and that I got into Studio 54 in its heyday.

### Richard Irwin, M.D.

Director of Critical Care  
UMass Memorial  
Medical Center, Inc.



**“I have realized that I want to use my privilege of being a physician to help patients and to do my part to advance the field of medicine. And, I love what I do.”**

#### Community activities:

- Making house calls for patients unable to travel
- Co-directing and teaching in an asthma co-management program for patients
- Member of the Board of Trustees of the Chest Foundation
- Teacher for Better Breather’s Club of Central Massachusetts

#### Tell us about what you do.

I am a tenured Professor of Medicine, Professor of Nursing and Chair of Critical Care Operations at the University of Massachusetts and UMass Memorial Medical Center in Worcester, Mass. I am also the Editor-in-Chief of the journal CHEST.

I specialize in the field of cough. Over a span of four decades, I have published 234 articles, 240 book chapters, and 42 books/ monographs.

As an active fellow since 1979, I have served the American College of Chest Physicians (ACCP), in many leadership roles, starting with being the ACCP Governor for Massachusetts and culminating with becoming its President from 2003-2004. As ACCP President, I led the College in joining the patient-focused care revolution.

I have spent the greater part of my academic career at the University of Massachusetts Medical School where I was the Chief of the Division of Pulmonary, Allergy, and Critical Care Medicine for 28 years.

#### Why do you do what you do?

During my early adult life, I was profoundly influenced by the following Hebrew proverb recited by a rabbi during the calling hours of a deceased friend: “The days are like the pages of a book. Think about how you want things to be remembered.”

Because of this, I have realized that I want to use my privilege of being a physician to help patients and to do my part to advance the field of medicine. And, I love what I do.

#### What is the biggest obstacle you have had to overcome?

Finding a way to successfully balance the commitments and obligations to family and career was the biggest obstacle that I knew had to be addressed. My strategy for managing this very important challenge was to fastidiously manage my schedule with the help of others to make absolutely certain never to book anything that would conflict with family events and obligations.

#### Who is your role model and why?

My mother and father were the role models behind my passion for my patient-focused care initiatives.

My father was an internist in solo practice in New London, Conn. I remember watching him interact with patients and seeing how much they appreciated him, and I thought that I would like to be just like him.

It was my mother, though, who opened my eyes to what patient-focused care was really all about. It started with my trying to understand why my mother was so upset when my father passed away in 1981 because my father’s physicians never called to say how sorry they were that my father had died.

#### What is the biggest challenge facing doctors and the health care industry today?

While finding a way to achieve affordable health care for all appears to be the obvious answer to this question, a strong argument can be made for finding a way for everyone in health care to embrace and practice patient-focused care – that is, the care you would want your family to receive.

#### What would be your dream job?

I cannot conceive of doing anything other than what I am presently doing. I have never dreamed of anything else.

#### What is one thing that people don’t know about you?

I was an accomplished musician in high school during which time I played the clarinet, oboe and tenor saxophone. In high school, I auditioned for and was selected to play in the first chair, clarinet section of the Connecticut All-State Band.

## Representative Peter Koutoujian

Chairman, Committee on Financial Services  
Massachusetts House of Representatives

**“We’ll all need to work together to find ways for providers to have sustainable practices that neither overburden our health care system nor shortchange our patients.”**



#### Community activities:

- Board of Directors of:
- West Suburban Samaritans
  - Waltham Boys & Girls Club
  - Newton Boys & Girls Club
  - REACH Beyond Domestic Violence
  - Newton Community Service Center

## Leaders in Quality

### Tell us about what you do.

As an attorney, my practice has been primarily District Court and Boston Municipal Court criminal defense work. Previously, as an Assistant District Attorney, I prosecuted throughout Middlesex County.

Having served as the House Chairman of the Committee on Health Care, Committee on Public Health and presently serving as the House Chairman of the Committee on Financial Services, I have been involved in the passage of a number of major legislative accomplishments including the Health Care Reform Act, Workplace Smoking Ban, Emergency Contraception, Pharmacy Access to Needles, Collaborative Drug Therapy, Stem Cell Therapy, the Life Science Stimulus Package and the establishment of the Commission to End Racial and Minority Health Disparities.

### Why do you do what you do?

I was raised by my parents to value public service and those who dedicate their careers to it. My mother was a teacher and my father was an elected municipal official and long-time public servant.

I have found that while the monetary remuneration is not that of my counterparts who practice law full-time, the feeling of value and sense of pride in my every day activities makes it worthwhile.

### What is your proudest achievement?

Despite the fact that I have been fortunate to accomplish some significant legislative and policy objectives, my proudest achievement has been raising my three children with my wife Elizabeth. They bring me joy and happiness every day and I view the world in a

different light now that they are in it.

I have never worked harder on anything in my life than I do raising my two boys, Peter and Cristian, and my daughter, Isabel. These days all families struggle with the work/life balance. For me, I juggle my legislative, law practice and teaching responsibilities, which prove to be incredibly demanding on my time.

But what makes me happiest and most proud in the world is having healthy, happy and loving children.

### What is the biggest obstacle you have had to overcome?

Probably the greatest obstacle I had to overcome was one that I set for myself.

When I attended college, I had no clear vision as to what I wanted to do when I graduated. Consequently, I failed to adequately focus on my studies under the mistaken notion that I simply had to graduate with passing grades.

Once I entered the workforce, I realized that I wanted, and frankly needed, to continue with post-graduate studies. This goal was made incredibly difficult because of my poor academic performance in my undergraduate program.

Thankfully, one man saw potential in me and allowed me the opportunity to attend law school. I never again made the mistake of letting poor performance be the result of a failure of work ethic.

As I lecture to many high school and college students, I explain to them that I almost foreclosed the most rewarding career and opportunities that I could have ever dreamed of because of a poor work ethic. I believe that as Thomas Jefferson once said,

the harder I work, the luckier I get. I'm a very lucky man.

### Who is your role model and why?

My role model is unquestionably my father, Peter Koutoujian, Sr. If I had listened to my dad more when I was younger, life would have been much easier.

He was born in the United States to Armenian refugees, Abraham and Zarouhi Koutoujian, who fled the Armenian Genocide. My grandparents instilled in my father a great love and respect for his family, his church and this country.

As the child of immigrants, who spoke little to no English, he faced and overcame many obstacles in his life. He decided that early on he wanted to run for elected municipal office. Despite the fact that there were almost no Armenians in Waltham and he had no political or financial base of support, he eventually succeeded through sheer hard work and drive on his sixth attempt.

His perseverance serves to inspire me in my daily life and he has also shown me through his actions and his words the calling and the privilege of public service.

### What is the biggest challenge facing doctors and the health care industry today?

The biggest challenge facing health care today is rapidly rising costs. Unless these costs are brought under control the amount and the quality of care will diminish under constraints that will necessarily present themselves through the government and the private payer community.

We'll all need to work together to find ways for providers to have sustainable prac-

tices that neither overburden our health care system nor shortchange our patients. We must allow caregivers the ability to deliver high-quality care in line with their expertise, training and capacity.

### What would be your dream job?

If I weren't in my current role, my dream job would be to teach law, public policy and politics to the next generation of civically engaged citizens of the Commonwealth.

I have been fortunate to receive appointments as an Adjunct Professor or Lecturer at Massachusetts School of Law, Bentley University, Northeastern University, Boston University School of Public Health and Harvard School of Public Health.

I find the greatest legacy, aside from one's own family, is to teach and inspire young people to take part in civic dialogue and public service.

### What is one thing that people don't know about you?

I will actually reveal three things that people don't know about me.

1) I am half Irish. Despite the fact that I engage in numerous Irish and Irish-American charitable, educational and cultural activities, people always assume, based on my surname, that I am entirely Armenian.

2) I am a competitive tournament and league tennis player. I still play at a fairly high level and I am known for my competitive spirit, tenacity and grit on the court. While I don't throw my racquets, I'm also known for my emotion and temper in intense or important matches.

3) I listen almost exclusively to heavy metal music.



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## Leaders in Quality

### Katharine London, M.S.

Principal Associate  
Center for Health Law and Economics  
Commonwealth Medicine, UMass Medical School



"I do what I do because I believe my contributions help build a health care system that can achieve these goals."

#### Community activities:

- Coordinator for Cambridge Youth Soccer
- High School Tutor (Math & Physics), Cambridge Rindge & Latin School

#### Tell us about what you do.

I have 20 years of experience developing health policy for Massachusetts state government. Most recently, I served as Executive Director of the Massachusetts Health Care Quality and Cost Council, established under the 2006 Massachusetts health reform law.

I managed this 16-member public-private council, establishing statewide goals and specific recommendations to improve health care quality, contain health care costs, and reduce racial and ethnic disparities.

Other state agencies and private organizations implemented a number of the Council's recommendations, moving the Commonwealth closer to achieving its goals. I also launched the Council's consumer-friendly website, the first in the nation to display hospital-specific quality and cost information simultaneously.

From 2003 to 2007, I served as Director of Health Policy at the Massachusetts Attorney General's Office. I was honored in receiving the Attorney General's Award for Excellence in 2006.

Previously, I was Director of Special Policy Initiatives at the Massachusetts Division of Health Care Finance and Policy, where I developed policy for the Uncompensated Care Pool as well as payment methods for MassHealth.

#### Why do you do what you do?

I do what I do because I believe my contributions help build a health care system that can achieve these goals.

#### What is your proudest achievement?

I launched the Health Care Quality and Cost Council's consumer website, [www.mass.gov/myhealthcareoptions](http://www.mass.gov/myhealthcareoptions).

This website gives consumers easy, user-friendly access to hospital quality and cost information. This website is ground-breaking because it is the only site that displays, simultaneously, quality and cost information for the same service on the same page.

It is one of the first in the country to make cost information available to consumers and is one of the first to make quality information available in a user-friendly format.

#### What is the biggest obstacle you have had to overcome?

The biggest obstacle to developing health policy is always disagreement among stakeholders as to the best course of action.

Interest groups often support a particular proposal, but their second best choice might be to do nothing. The challenge is to craft a proposal that requires different groups to share fairly both the benefits of a policy improvement and the burden of implementing it.

For example, eliminating hospital-associated infections enables patients to go home sooner and healthier. Fewer patient days reduce costs for payers and reduce revenue for hospitals. But some hospitals cannot both absorb these lower revenues and invest in procedures to reduce infections without assistance.

#### Who is your role model and why?

One of my role models is Stuart Altman, Sol C. Chaikin Professor of National Health Policy

at Brandeis University's Heller School.

Stuart has an extraordinary grasp of the intricacies of the health care system and how it has changed over time. A huge number of people across the political spectrum and around the world rely on his expertise and his ability to explain complex interactions in understandable terms.

#### What is the biggest challenge facing doctors and the health care industry today?

The biggest challenge is how to deliver consistently high-quality care at affordable prices.

Care varies widely from provider to provider, with inadequate knowledge of and adherence to best practices. Atul Gawande, Elliott Fisher and others have shown that one community can spend twice as much on health care as another similar community, with no corresponding improvement in health outcomes.

We need to identify the treatment methods that produce the best results at more affordable prices, and we need to give clinicians the information and tools they need to apply these best practices.

#### What is one thing that people don't know about you?

My first position in state government, just out of college, was at the Massachusetts Commission for the Deaf and Hard of Hearing, and at the time, I was fluent in American Sign Language.

### Ed Moore

President & CEO  
Harrington Memorial Hospital



"The biggest challenge is the blending of the financial pressures and being able to provide the quality care people deserve in an environment that is positive to practice in."

#### Community activities:

- Pan Mass Challenge bike ride for 14 years, raising \$100,000 for Jimmy Fund for Dana-Farber Cancer Institute
- Board member – United Way South Central Mass.

#### Tell us about what you do.

During my two years as CEO, we have achieved the following:

- Began a hospitalist program.
- Opened a cancer center as a joint venture with a radiation oncology company.
- Created a relationship with Beth Israel Deaconess Medical Center radiologists and began an MRI joint venture in Charlton, Mass.
- Started a medical school teaching relationship with medical students.
- Began a major fiscal turnaround based on significant volume growth.
- Began providing services in Webster based on managing and then closing Hubbard Hospital's services, but kept all outpatient services including the ER operating under Harrington's license.
- Created a new focus on patient satisfaction, service, quality and patient safety.
- Saw a 99 percentile score in inpatient nursing.

#### Why do you do what you do?

I always wanted to make a difference and serve the community in tangible way.

#### What is your proudest achievement?

Being able to seamlessly provide health care to the residents of Webster as their local hospital was going bankrupt and to retain two-thirds of the jobs.

The other one equally important was to build a top rated Cancer Center so people can receive their care locally.

#### What is the biggest obstacle you have had to overcome?

Getting the staff to work as a team. There was a need to instill a greater sense of urgency and to encourage staff to believe in themselves and their capabilities.

#### Who is your role model and why?

My role model was my father who had a tremendous work ethic and a very positive attitude about life. He gave me the fundamentals necessary to succeed.

#### What is the biggest challenge facing doctors and the health care industry today?

The biggest challenge is the blending of the financial pressures and being able to provide the quality care people deserve in an environment that is positive to practice in.

#### What is one thing that people don't know about you?

I did a residency in a 60-bed hospital in Columbia, Md., and shortly after worked in a 1,000-bed hospital as a vice president at Ohio State University Hospital. Very varied experiences.

### Leonard J. Morse, M.D.

Commissioner  
Worcester Department  
of Public Health



"I truly am proud of the accomplishments of the scientific community."

#### Community activities:

- Board of Directors – AIDS Project, Worcester, Mass.
- Board of Directors – Worcester District Medical Society

#### Tell us about your practice.

I have served as a commissioner of public health following a career of 36 years practicing internal medicine and infectious diseases in Worcester and serving as medical director for the greater New Bedford Community health center for 4 years.

As commissioner of public health, I have initiated a program (against considerable resistance) for the safe disposal of used syringes and needles. Most recently, I have published in medical literature many epidemiological studies, three of which have resulted in changed/new public health laws.

#### Why do you do what you do?

I truly am proud of the accomplishments of the scientific community.

#### What is your proudest achievement?

I am a father of three sons and a daughter that have grown to be extremely solid citizens, loving parents, and accomplished professionals.

#### Who is your role model and why?

The late Theodore E. Woodward, M.D., professor and head of the department of medicine at the University of Maryland School of Medicine. He was a noted teacher, respected scientist (for infectious diseases research) and admired humanitarian who directed my path and become a life-long friend.

#### What is the biggest challenge facing doctors and the health care industry today?

Physicians are licensed to practice medicine and must be decision-makers for patients.

It is, however, their responsibility to weigh the financial cost of their decisions. Physicians are responsible for 75 percent of health care costs and hence must be cost-conscious.

#### What would be your dream job?

A librarian by day and a jazz musician by night!

### The Rockett Family

#### Barbara A. Rockett, M.D.

"Convincing some patients that I was a doctor, not a nurse, was an obstacle."



#### Community activities:

- Trustee of several universities and schools
- Lectured to students on health issues

#### Tell us about what you do.

I'm a general surgeon working with my husband, a neurosurgeon, in the office and the operating room.

#### What is the biggest obstacle you have had to overcome?

Working as a resident in a busy Emergency Department convincing some patients that I was a doctor, not a nurse, treating them. A major obstacle was attempting to be admitted into a surgical residency when women were not considered capable of being surgeons.

#### Who is your role model and why?

My mother, who supported me and encouraged me to enter medicine at a time when she had to run my father's business after he died.

#### Francis X. Rockett, M.D., F.A.C.S.



"I am a doctor because of the irreplaceable joy I experience in seeing a seriously ill patient restore to full functionality."

#### Community activities:

Consultant in neurosurgery to Harvard University and Boston College football teams

#### Tell us about what you do.

I am Chief of Neurosurgery at Newton-Wellesley Hospital, with teaching appointments at both Harvard Medical School and Tufts University School of Medicine.

#### Why do you do what you do?

I am a doctor because of the irreplaceable joy I experience in seeing a seriously ill patient restore to full functionality. Unfortunately, not all of our patients have such a happy outcome.

#### What would be your dream job?

To be a writer of medical mystery stories.

#### Ronda A. Rockett, M.D.

"The biggest challenge is handling the financial pressure ... while staying true to the reasons we chose this profession."

#### Community activities:

- Volunteer at school
- Volunteer with elderly
- Triathlon

#### Tell us about what you do.

I am a family physician taking care of all members of the family from birth to old age.



#### What is the biggest challenge facing doctors and the health care industry today?

The biggest challenge is handling the financial pressure to see new patients while staying true to the reasons we chose this profession.

#### What is one thing people don't know about you?

One thing is that I am a Crossfit enthusiast. Crossfit is a high-intensity workout program. I finished 10th for fittest woman in the Northeast.

## Leaders in Quality

### Sean E. Rockett, M.D.

**"It is a rewarding job where patients benefit from work that I enjoy."**



**Outside/community activities:**

- Triathlon
- Soccer coach
- Volunteer, Little Brothers, Friends of the Elderly

**Tell us about what you do.**

I have taken a 2-surgeon practice and grown it into a 5-surgeon practice serving the greater Boston and Metrowest communities.

I have established a reputation as a sports and joint replacement specialist. As team physician for many colleges and high schools, I've had an opportunity to give back to my community.

**Why do you do what you do?**

It is a rewarding job where patients benefit from work that I enjoy.

### William E. Rockett, M.D.

**"The first time I operated with my parents was my proudest achievement."**



**Tell us about what you do.**

I am a member of the UMass Department of Surgery. I work in a community group based in Milford.

**What is your proudest achievement?**

The first time I operated with my parents. I keep the picture in my office.

**What is one thing that people don't know about you?**

I was the last chief surgical resident on call at Boston City Hospital before it merged with Boston Medical Center.

### Julie Rosen, MMHS

Executive Director  
Kenneth B. Schwartz Center



**"Health care is the great equalizer and at one time or another we are all patients, family members and friends and want not only the best medicine and treatment for our bodies, but also for our souls."**

**Community activities:**

Board of Trustees, Hebrew Rehabilitation Center

**Tell us about what you do.**

I am the Executive Director of the Kenneth B. Schwartz Center, an organization focused on preserving and promoting humane, compassionate health care. Located at Massachusetts General Hospital, the organization's programs are now located in 30 states and at 170 hospitals reaching 50,000 clinicians a year. We support, ed-

ucate and train clinicians in how to be communicative and patient- and family-centered.

**Why do you do what you do?**

I believe strongly in our mission, values and programs and that we have made a significant difference in the health care delivery system. Health care is the great equalizer and at one time or another we are all patients, family members and friends and want not only the best medicine and treatment for our bodies, but also for our souls.

**What is your proudest achievement?**

Working with a terrific board and staff to transform the Schwartz Center from a small grassroots legacy entity to a nationally known and established organization.

**What is the biggest obstacle you have had to overcome?**

This job would not be fun and challenging if it were not for obstacles – there are plenty but I try to look at each barrier as an interesting puzzle to solve!

**Who is your role model and why?**

I look up to lots of people but my role model is my long-time mentor, former boss and good friend – former Massachusetts state senator Bill Saltonstall, who died this year. Bill was a smart, warm, humble, generous and interesting person who taught me many important career and life-long lessons.

**What is the biggest challenge facing doctors and the health care industry today?**

How does our society provide accessible, quality, patient-driven health care at an affordable price and not totally dismantle our current health care financing and delivery system?

**What is one thing that people don't know about you?**

I am a very shy person by nature and love the solitude of running by myself, or being immersed in a great book.

### Vivian Sternweiler, MS, RN, CWCN

Coordinator, Wound Program  
New England Sinai Hospital



**"I find it so gratifying to be able to help people heal their wounds and restore balance in their lives."**

**Community activities:**

- Lifetime member and Past President of the Landy/Kaplan Nurses Council, Boston Chapter of Hadassah
- New England Sinai Hospital Women's Forum
- Volunteer, Brockton MSPCA 2008

**Tell us about what you do.**

I have been a nurse for 31 years and have practiced full-time as a wound care nurse specialist for over 20 years. I am certified as a wound care nurse through the Wound, Ostomy, Continence Nursing Society.

I have worked at New England Sinai Hospital since 2003 and am actively involved in caring for a large population of patients with complex wound care in both the inpatient

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## Leaders in Quality

and outpatient departments. I supervise two other certified wound nurses and am the program manager for our Hyperbaric Oxygen Therapy Center.

### Why do you do what you do?

I wanted to be a nurse for as long as I can remember. I continue to practice as a nurse because I truly love what I do. I often explain to young nurses that the key to success in nursing is to find a practice area that you love – one that intrigues and excites you.

I not only love being a nurse, but also love both the art and science of wound healing. I take care of patients who have chronic, non-healing wounds.

Patients come to us often with a sense of futility that little can be done to help them. It is a very rare situation where we can't find an answer to improve the condition of the wound and therefore, improve the condition of the person's life.

I find it so gratifying to be able to help people heal their wounds and restore balance in their lives.

### What is your proudest achievement?

Sam, my son. He is now 14 years old and is growing up to be a fine young man. No matter what I accomplish professionally, Sam is, without a doubt, the best accomplishment of my life and by far, my "proudest achievement."

My proudest professional achievement is the reputation I have established as a compassionate caregiver. This year, I was nominated for the Woolfson Compassionate Caregiver of the Year Award at Sinai.

To offer compassion in the delivery of expert wound care is what defines me in my role and helps me stand apart from others in the field. A warm handshake, a genuine smile, holding the hand of a concerned patient or family member, a well-timed hug – these are often as important as the most advanced wound care intervention.

### Who is your role model and why?

My father, Morris J. Seide, is my role model and has been for as long as I can remember. He is 87 years old and is a retired physician. He worked 6 days a week for 50 weeks each year for 50 years. He is my role model not only for his work ethic, but for the way he approached his practice, his patients and his professional colleagues.

He always wanted me to become a doctor and follow in his footsteps. But, somehow, at a very early age, I inherently knew that medicine wasn't my calling – nursing was. I have pursued my nursing career with the same high standards and the same sense of compassion and integrity that I witnessed in my father's medical practice for my entire life.

### What is the biggest challenge facing doctors and the health care industry today?

In our health care industry, insurance companies are dictating care provision more than doctors or other health care providers.

Patients with bad veins can get the compression stockings paid for sometimes, but they usually can't get the device that helps them put on the stockings. Compression stockings, by design, are very tight and it is quite a challenge for an elderly person, or someone with bad arthritis, to get them on. Without the stockings, the patient's legs will swell and ulceration may develop.

So, in my estimation, the limitations imposed on patients by insurance companies are the biggest challenge faced by doctors, health care professionals and their patients.

### What would be your dream job?

I would love to be an antique dealer. I am an avid collector of antiques and so feel right at home at an antique store or show. I love the diversity, the beauty, the craftsmanship and the uniqueness of antiques. I get a feeling of calm around antiques.

As an antique dealer, I would have the opportunity to learn the history of each piece, of the maker, or of the time period in history.

## Mary Sullivan, PharmD

Director  
Mass Medline Pharmacy Outreach Program  
Massachusetts College of Pharmacy  
and Health Sciences

"I feel the biggest challenge facing health care today is to create a system where the coordination of care is consistent and seamless."



### Community activities:

Volunteer, Hanover Theater for the Performing Arts, Worcester, Mass.

### Tell us about what you do.

As a pharmacist and director of the College's pharmacy outreach program, I direct a staff of case managers and licensed pharmacists in providing information and referrals to programs that give underinsured and uninsured patients access to medications.

I have also worked to develop clinical programs that can be run through the toll-free call center to focus on medication management, including medication safety, compliance and fall prevention.

With an extensive knowledge base and expertise, the call center has been able to successfully guide thousands of Massachusetts residents in enrollment and coverage issues surrounding the Medicare drug benefit (Part D).

### Why do you do what you do?

As we listen to the callers into our toll-free line, it is apparent that there is a tremendous need for a service that provides the human approach to answering questions surrounding medication therapy and medication access.

Especially in this environment of the Medicare drug benefit, and the multiple layers of coverage and extra help that goes along with it, it has become critical that patients understand their options. The pharmacy outreach program's unbiased approach to plan selection and problem-solving provides a trusted format to assist with these choices.

### What is your proudest achievement?

Professionally, I am most proud of the development of the call center to the point that we have quadrupled the call volume since we opened in 2001. Although much of that volume is driven by the health care climate, it is the extensive outreach that I coordinated that has led to the awareness that MassMedLine, the pharmacy outreach program of the Massachusetts College of Pharmacy and Health Sciences, exists and is a free resource for this kind of help.

For these outreach efforts, I was awarded the Pharmacist of the Year award in 2006 by the Massachusetts Pharmacists Association, recognition by my peers for the work I have accomplished.

Personally, I am extremely proud of my family – my husband Jerry and I have been married 30 years and our three children have all chosen careers in serving others.

### What is the biggest obstacle you have had to overcome?

Assuring that resources are available for our staff to continue to provide a concentrated emphasis on one-on-one counseling. And assuring that the patient has the understanding necessary to move forward with taking his or her medications so that he or she can remain compliant with the medication regimen.

Although the Medicare Modernization Act mandated medication therapy management for individuals within a certain criteria, pharmacists are very limited as to when they are allowed to bill for the interventions they provide when counseling.

### Who is your role model and why?

In the pharmacy community, my greatest role models would be the community inde-

pendent pharmacists who risk their day-to-day income to provide a level of committed service to their neighborhoods.

My first job as a pharmacist was for a family-run pharmacy in a small town in the Blackstone Valley. The owner, who truly had the interests of the community in mind, was my mentor.

From providing delivery to a sick child or extending hours of operation to accommodate someone who needed a prescription on his way home from the ER, there was always a commitment to serve. These pharmacists are dedicated to their profession and provide pharmaceutical care on an individualized level.

### What is the biggest challenge facing doctors and the health care industry today?

I feel the biggest challenge facing health care today is to create a system where the coordination of care is consistent and seamless.

Medication reconciliation – coordination of medications as a patient moves from the hospital to another facility to private practice and home care – is essential to decrease adverse reactions and medication errors.

With the advancement of the electronic medical record and the emphasis on health care reform, pharmacists need to have a key role in this coordination of care.

### What would be your dream job?

My dream job would be to be part of a clinical team specializing in geriatrics, providing face-to-face medication interventions and counseling at the clinic level.

## David Szabo, Esq.

Partner  
Edwards, Angell,  
Palmer & Dodge LLP



"Health care is always changing; there are new challenges and opportunities almost every day."

### Community activities:

- Member, Health Information Technology Council
- Director, Massachusetts Health Data Consortium
- Member of Winchester Town Meeting

### Tell us about what you do.

I have practiced health law since graduating from Boston University Law School in 1980. My practice includes administrative law, government regulatory matters, medical privacy law, compliance, fraud and abuse matters, and general corporate advice to health care providers, health plans and life sciences companies.

More and more of my practice involves legal issues arising from the use of information technology in health care.

### Why do you do what you do?

Health care is always changing; there are new challenges and opportunities almost every day. This pace of change is even more pronounced when dealing with health information technology and the new legal, regulatory and policy issues it creates. My clients are very interesting – this keeps my practice vibrant, and prevents me from getting bored!

### What is your proudest achievement?

I have to include my service on the Board of the Massachusetts Health Data Consortium and my work with the MA-SHARE projects sponsored by the Consortium.

I was very proud to accept the Consortium's Investing in Information Award several years ago, which I received in consideration of my work on the MEDS-INFO ED project, which delivered prescription drug history information to hospital emergency rooms.

One of the best parts of the project was the terrific response it received from diverse stakeholders, including emergency room doctors, hospitals, health plans, the MassHealth program and others in the health care community.

### Who is your role model and why?

During my career, I've been fortunate to have relationships with senior attorneys who had great character and leadership qualities, and each one was a role model in a different way.

This would include John Larkin Thompson, the former president of Blue Cross Blue Shield who practiced at Nutter McClennen & Fish LLP; Austin Broadhurst, who was the managing partner of Gaston Snow & Ely Bartlett; and Fred Herberich, who practiced at both Gaston Snow and Nutter McClennen & Fish, and was the General Counsel of the Department of Revenue. Each of them displayed qualities I could learn from and all were generous in sharing their time and advice.

I also learned a lot from Elliot Stone when he was the executive director of the Massachusetts Health Data Consortium. I was always amazed by his optimism, good humor, and imagination.

### What is the biggest challenge facing doctors and the health care industry today?

Doctors, particularly those in primary care, face a rising tide of economic and administrative challenges.

In my own work, I am struck by the ever-increasing administrative complexity of the health care payment and regulatory system. I think this administrative complexity makes the practice of medicine very difficult, and can easily overwhelm doctors who practice on their own or in smaller groups.

### What would be your dream job?

For one day, I'd like to be Counsel to the President of the United States. Then I could retire.

## Micky Tripathi, Ph.D.

President and CEO  
Massachusetts  
eHealth Collaborative



"I work at the nexus of technology and people, which is incredibly exciting and intellectually stimulating."

### Outside/community activities:

Kids, kids, kids.

### Tell us about what you do.

MAeHC is non-profit collaborative company that was created to fulfill the ambition of our 34 non-profit stakeholders to demonstrate the effectiveness of health IT in improving the quality, safety, efficiency and affordability of health care in the Commonwealth.

With a generous \$50 million financial contribution from Blue Cross Blue Shield, and substantial in-kind support from the Massachusetts Medical Society, our team of 24 health IT professionals implemented electronic health records, a health information exchange and a quality data warehouse in three Massachusetts communities comprising 600 clinicians in 200 practice settings.

### Why do you do what you do?

Working in this area fulfills a pressing societal need – improving health care. At the same time, we get to work at the nexus of technology and people, which is incredibly exciting and intellectually stimulating.

### What is your proudest achievement?

My absolute proudest achievement is that I have been able to maintain a fulfilling professional life while at the same time being able to help nurture and sustain close family relationships.

## Leaders in Quality

My proudest professional achievement is that we have built an organization that has gained national recognition, with a team that has remained largely intact through the entire life of the company, despite considerable uncertainty about funding.

### What is the biggest obstacle you have had to overcome?

Switching careers in my mid-30s with two children and a third on the way was the single biggest obstacle I've had to overcome.

My wife and I were both federal government employees in Washington, DC, where I worked in the Pentagon. We decided to relocate to Boston to be close to our families and that entailed a switch in careers.

I enrolled in the Ph.D. program at MIT with the hope that I would be able to get through it in a reasonable amount of time and get a job in the Boston area with a long-term career path that would be stable and fulfilling. I couldn't have done it without the patience and support of my family.

### Who is your role model and why?

My parents, no question. I didn't realize it while I was growing up, but they taught me, by example, that unconditional love and support for your family, and kindness and generosity to others are the bedrocks of a fulfilling life.

### What is the biggest challenge facing doctors and the health care industry today?

The U.S. health care system is fundamentally broken and will take years to fix. This will be a hard sector for physicians to work in for years to come.

### What would be your dream job?

Professor at a small college.

### What is one thing that people don't know about you?

That I'm interpersonally very shy, and it takes a lot of effort to overcome that.

the sickest patients in the most logistically challenging environments.

We were recognized for our efforts in 2004 as the Transport Program of the Year. Our industry-leading efforts in performance improvement methodology and benchmarks for critical care transport have also been recognized as best practices by the Commission on Accreditation of Medical Transport Services (CAMTS).

Performance improvement is in its infancy in the pre-hospital and transport world and I am currently working with colleagues nationally to develop transport quality indicators and "never events" that will set national benchmarks for performance.

### Why do you do what you do?

This role has provided me with a phenomenal opportunity to use my expertise in critical care medicine in an environment that is driven by a system-focused, patient-centered and high-performance team philosophy.

### What is your proudest achievement?

I can't take too much credit, but my three children are fabulous ... and my husband still likes me on a good day after 25 years of marriage!

In regards to Boston MedFlight, I'm most proud of the cooperative critical care transport system we've developed in New England, working with our many partners from various cities and towns, community hospitals and other air medical programs.

Specifically in the air medical transport venue, we've created an alliance that always delivers the closest, most appropriate helicopter to the sickest patients.

### What is the biggest obstacle you have had to overcome?

Boston MedFlight is the only cooperative venture between all the major teaching institutions

in Boston that has been successful over time.

The degree of cooperation over the past 24 years among institutions that otherwise compete for market share is truly a success story. These institutions have recognized that critical care transport is high-risk, high-cost, high-resource intensive and low volume. The opportunity to be at the helm of this cooperative endeavor is unique and has been both a "quiet" success story and a daily challenge.

### Who is your role model and why?

• Aunt Jan. She lost two young children to Cystic Fibrosis and also a son to HIV. Despite this incredible adversity, she has an ability to see the silver lining of every cloud.

• The mother that, upon learning that her second child had just died from a motor vehicle accident one year after her first child had died, said she'd always regretted not donating her first child's organs and asked me to ensure her second child was an organ donor.

• My parents. They have instilled in me core values, which have shaped my life. They taught me that respect outweighed popularity and consensus triumphed competition. And they always gave me "wings to fly."

### What is the biggest challenge facing doctors and the health care industry today?

The fragmentation and polarization in health care. For quality health care to survive, we all need to be resource-conscious and committed to patients first, versus self-serving goals.

### What would be your dream job?

I always wanted to be an opera singer or a concert pianist. Unfortunately, I didn't have the talent.

## Charles A. Welch, M.D.

Director, Somatic Therapies Service  
Massachusetts General Hospital

Dr. Charles A. Welch is a psychiatrist at Massachusetts General Hospital, where he is the director of the hospital's Somatic Therapies Service. He is also an instructor in psychiatry at Harvard Medical School.



Dr. Welch currently serves as President of the Massachusetts Medical Benevolent Society, an organization that provides grants to physicians and their families when they are facing financial distress.

He is also a past president of Massachusetts Medical Society, where he has served in many other capacities, including president-elect, vice president and assistant secretary-treasurer. He is also a past president of the Suffolk District Medical Society.

Dr. Welch is known as a leading advocate for the health and welfare of children. He currently serves on the board of Massachusetts Citizens for Children.

He has also served on the Commonwealth of Massachusetts' Blue Ribbon Commission on Foster Care, chairing two of its subcommittees, and served on the state Legislative Commission on Violence Against Children.

Dr. Welch has published numerous articles on such topics as electroconvulsive therapy for cardiac patients and psychiatric issues in burn patients.

## Suzanne Wedel, M.D.

Chief Executive Officer  
Boston Medflight



"This role has provided me with a phenomenal opportunity to combine my expertise in critical care medicine into an environment that is driven by a system-focused, patient-centered and high-performance team philosophy."

### Outside/Community activities:

- Community choral groups
- Former member, Board of Trustees, Tower School

### Tell us about what you do.

I am board-certified in internal medicine and critical care medicine and on the faculty in surgical critical care at Boston Medical Center. I have been the Medical Director and Chief Executive Officer of Boston MedFlight since 1988, providing excellence in critical care and quality patient care in the transport arena.

What has been accomplished at BMF is not my accomplishment but the accomplishment of a group whose primary goal is safe quality patient care for the most critically ill and injured patients. This truly "takes a village."

I've had the unique opportunity to work with tremendously talented teams who every day help make the difference between life and death, good outcome and bad outcome. My job is simple: it's to choreograph this team and ensure our priorities are always safety and quality care.

Together we've developed a methodology for transitioning seasoned clinicians into transport clinicians who are capable of caring for

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## Leaders in Quality

### Jacqueline L. Wolf, M.D.

Associate Professor of Medicine,  
Harvard Medical School

Attending physician,  
Beth Israel Deaconess  
Medical Center



"Seeing my work  
continue with others  
is my proudest  
achievement."

#### Community activities:

- American Gastroenterological Society
- American Digestive Health Foundation
- Society for Advancement of Women's Health Research

#### Tell us about what you do.

I am a gastroenterologist with a focus on clinical practice, scholarly activity, teaching and clinical research involving gastrointestinal disorders in women and inflammatory bowel disease.

My clinical academic gastroenterology practice is at Beth Israel Deaconess Medical Center. The majority of my time involves patient care with the remaining 20 percent including clinical research, teaching, committee work and administrative responsibilities.

#### Why do you do what you do?

I am passionate about helping people get healthy and stay healthy.

Illness greatly impacts a person's family relationships and ability to be a productive member of society in work, community service and in other activities. I have sought to bring the most up-to-date information on diagnosis and treatment to my patients, mixed with careful attention to old-fashioned history taking and physical diagnosis.

Also, I have been aware for some time that women and men have different manifestations of disease and do not respond the same way to many treatments.

In order to increase understanding in these areas and thereby have a positive impact on patient care, I have participated and continue to participate in clinical trials, write review articles, and give lectures about sex differences in gastrointestinal diseases.

#### What is your proudest achievement?

I was one of the first gastroenterologists to focus attention on the specific gastrointestinal problems of women through my lectures, writings, and testimonies to the Office for Women's Health at NIH on areas where future research was needed.

Shortly after my testimonies and organization of a group of people to discuss knowledge gaps in women's health research in gastroenterology, grants were allocated in this area.

To see younger gastroenterologists do research in this field, write reviews, give lectures, and pay specific attention when caring for women shows that the energy and passion that I have given in this area will continue after I am no longer practicing medicine.

The educational curriculum on women's health in gastroenterology that I helped write will continue to train gastroenterologists of the future.

Seeing my work continue with others is my proudest achievement.

#### Who is your role model and why?

Dr. Jerry S. Trier has been my mentor and role model for over 30 years.

He was one of the first program directors to accept women into his program. He believed that it was your abilities and not your appearance that mattered. He had high expectations for his fellows.

He spent a lot of time with his fellows, people who worked in his laboratory and the young attendants. He combined the ability to teach, do research, and take care of patients in what was then termed "the triple threat." He is one of the best diagnosticians I have known.

#### What is the biggest challenge facing doctors and the health care industry today?

Delivering affordable health care is one of the biggest challenges facing doctors and the health care industry.

Americans have come to expect expensive tests, expensive drugs, and expensive procedures even if the benefit over an alternative is small. There is a limited number of dollars. How to allot these dollars to providing health care for everyone, providing drug benefits to the sick and paying health care providers and hospitals for the care they provide is a contentious issue.

#### What is one thing that people don't know about you?

My current project, taking up almost all of my "free" time, is writing a lay book for women on digestive health. I am including the most recent information on the impact of hormones on women's health, what women can do to help themselves, i.e., what's the scoop on the over-the-counter products, and how conditions and diseases impact women. This has been a project in progress for over two years and should be finished in seven months.

### Alan C. Woodward, M.D.

Emergency physician  
Health care consultant



"I am passionate  
about access to  
high-quality  
emergency care,  
providing health  
care for all and  
improving public health."

#### Community activities:

- Past President and numerous other committee roles, Massachusetts Medical Society
- Past President, Middlesex Central District Medical Society
- Massachusetts Department of Public Health Statewide Diversion Task Force
- Emergency Physician Advisory Committee for various health plans

#### Tell us about what you do.

After completing a residency in Emergency Medicine, I practiced for 30 years, serving as chief of the Emergency Department at Emerson Hospital for 19 years.

At Emerson Hospital I converted an Emergency Room to an Emergency Department, improving equipment, plant, support, resources and staff – and recruited a collegial, cohesive group of trained emergency physicians.

I served on or chaired numerous committees and served as president of the medical staff and on the board of directors for 8 years.

My areas of focus in policy and public health have included: the Prudent Layperson Standard for access to emergency care; chairing the negotiation for Chapter 141, the Managed Care Patient Bill of Rights; Emergency Department overcrowding and establishment of the state-wide boarding and diversion task force; emergency preparedness; professional liability reform and defensive medicine; and innovative technologies to improve access and better leverage our health care workforce.

#### Why do you do what you do?

I am passionate about access to high-quality emergency care, providing health care for all and improving public health.

#### What is your proudest achievement?

Providing leadership for the 20,000 physician members of the Massachusetts Medical Society as a change agent and the first emergency physician president in its 225-year history.

#### What is the biggest obstacle you have had to overcome?

Convincing disparate special interest groups to collaborate and implement change for the common good.

#### Who is your role model and why?

My father-in-law, Shervert Frazier, a remarkably committed physician who has practiced for more than 60 years, because he has always put his patients first and been a leader in his field.

#### What would be your dream job?

To be a facilitator of integration of new innovations in health care.

#### What is one thing people don't know about you?

I have completely restored my 1969 Land Rover ... twice.

### Charlotte S. Yeh, M.D., FACEP

Chief Medical Officer  
AARP Services, Inc.



"I am thrilled to  
be working for  
an organization  
that has such an  
impact on so  
many people."

#### Community activities:

- American College of Emergency Physicians – Emergency Practice Management Committee
- American Hospital Association – Special Advisory Group of Improving Minority Care
- Blue Cross Blue Shield Massachusetts Foundation – Board of Directors
- Institute for Interactive Patient Care – National Advisory Board
- Health Research & Education Trust – Board of Directors
- Massachusetts Medical Society Committees

#### Tell us about what you do.

My 30-year career has been dedicated to improving the health of Americans and transforming the health care system.

I practiced emergency medicine for 13 years at Newton-Wellesley Hospital, where I also served as the chief of the department for seven years. I also worked for eight years as Physician-in-Chief for the Department of Emergency Medicine at Tufts Medical Center in Boston.

With the emergency department as my training ground, I developed a passion for set-

ting priorities and developing systems amidst chaos.

Eventually the things I was witnessing in emergency care led me to question why the system ran the way it did. Who was making the decisions and how could I impact those decisions?

I started to do more community-based advocacy work and really enjoyed making a difference outside the walls of the hospital. I soon recognized that my emergency room experience coupled with my strong drive for advocacy could be helpful in the effort to improve our health care system.

After serving as Carrier Medical Director for the National Heritage Insurance Company, I was named as the Regional Administrator at the Centers for Medicare and Medicaid Services in Boston. I was responsible the Medicare, Medicaid and SCHIP programs across the six New England states.

During my tenure, I directed the implementation of the Medicare Modernization Act, the single biggest expansion of the Medicare program since its inception more than 40 years ago.

Today, I continue my quest to improve health care in this country through AARP. Here at AARP, we have a model that helps us work with consumers, insurance providers and government agencies to improve the lives of millions of Americans.

#### What is your proudest achievement?

I am very proud of the work I do to bridge the communication gaps that often divide physicians, patients and insurance providers. At times, I see myself as a "UN translator," helping different sectors of health care understand their common ground to resolve their differences.

#### What is the biggest challenge facing doctors and the health care industry today?

The real challenge for all of us in health care is the re-establishment of "balance." For too long we have been adamant about what we can't change, rather than looking for common ground and a pragmatic approach. We have lost sight of doing "the most good for the most people most of the time."

I recognize that finding this balance and implementing true health care reform will not happen quickly. What we're doing now is for us and for our next generation.

#### What would be your dream job?

This is my dream job; to be at the cutting edge of change. I am thrilled to be working for an organization that has such an impact on so many people. While it is clichéd and overused, my dream job is as a change agent.

#### What is one thing that people don't know about you?

I appeared as a teenage scientist in an episode of Mister Rogers' Neighborhood when I was 16 years old.

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