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After the Move: A Busy Summer of Adjustments

ON THE second day of summer 2010, the clinical staff and all the patients of Martha's Vineyard Hospital transferred, trundled and trekked, in the span of just a few hours, into the new building. "What we thought was going to be the toughest part of this transition was the move itself," recalls Hospital CEO Tim Walsh. "Actually, that turned out to be the easiest."

Moving day had originally been set for February, long before summer's onset, but the opening of the new, \$48-million facility had been delayed by the use of environmentally-friendly floor adhesives that took longer than planned to dry. As a result, most of the Hospital staff was learning how to use the new facility, and its host of new equipment, even as they fielded the traffic of one of the Hospital's busiest summers in recent memory.

Through July and August, president and CEO Tim Walsh and his senior management team became daily practitioners of MBWA – management by wandering around – wearing out shoe leather in the Hospital hallways in their efforts to make the transition as easy on patients as possible.

The design of the new Emergency Room features greatly improved privacy for patients. For the Hospital, the side-effects of this change have posed surprising challenges.

One of the first discoveries was that handicapped-access parking spaces were scarce in the new layout of the Hospital parking lots. Complaints in the first couple of weeks that there wasn't enough handicapped parking prompted the Hospital to quickly add five more spots to alleviate the issue.

Another problem, entirely unanticipated, was a side-effect of the great improvement in patient privacy in the design of the new Emergency Room.

Anyone who's visited the old 1972 building knows that you learned a lot about how busy the ER was while passing through on your way to the registration desk. Just by walking in you knew right away if there'd been a major accident, or if the ER was full because it was only divided by curtains.

But the new ER features 16 private treatment rooms in an area entirely separate from the patient entrance and waiting area. Hospital management realized early that this was causing problems – and this was confirmed when calls, letters and patient



Tim Walsh, Hospital president and CEO, has made a daily discipline of walking the halls during these first months of adjustments to the new building.

satisfaction surveys began coming in.

Press-Ganey, a national company that helps health-care institutions track and improve the way they help their patients, sends a survey to each ER patient at Martha's Vineyard Hospital. In the July surveys, a serious drop in patient satisfaction was visible in the categories that relate to ER waiting times and to how well patients felt they were being informed about them.

Senior managers started taking turns observing on a daily basis, the goings on in the waiting room. The first task: explaining what was happening so patients understood why there might be a delay until they were seen.

Now, patients are being better informed of the situation on any given day in the ER, and the Press-Ganey scores have rebounded sharply. Meanwhile, the inpatient rooms upstairs in the new Hospital building are getting glowing reviews in the surveys. Patients clearly love the private rooms with their beautiful views of the harbor.

Mr. Walsh says Hospital managers are discussing a number of adjustments they might make to speed response times in the new ER. This fall, he says, they'll try using COWs – wireless computers on wheels – to register patients right in their treatment rooms.

These Emergency Department issues, including some potential solutions, were also presented at a

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Atop the New Building, a Garden Blooms

JUST OFF a main hallway in the patient care wing of the new Hospital building, glass doors open onto a living landscape that has both environmental and healing benefits – the roof garden.

So-called “green roofs” have been an increasingly common feature of the urban landscape in Europe since the 1970s, where they are prized for their stormwater retention and insulation properties. The Hospital’s green roof is actually a complex and multi-layered system, starting with a waterproof membrane and drainage layer which is topped by a grid of planting modules. What strolling visitors and patients will see and enjoy is the colorful expanse of plants and grasses native to the region, bordered by patio spaces with benches that offer a view of the harbor.



The roof garden is one of many features of the new building that win points for the Hospital with LEED, the program of the U.S. Green Building Council that certifies green practices in building design, construction, operations and maintenance. The Hospital has applied to the LEED program in an effort to achieve certification at the gold level. If this effort is successful, Martha’s Vineyard Hospital would be the first hospital in Massachusetts ever to win this high rating.

Says Tim Walsh, Hospital CEO: “Hospitals use a lot of energy, and it behooves us to conserve where we can. The roof garden is a good example of a building feature that’s environmentally sound – it’s a good insulator that keeps the building warm in the winter and cool in the summer, and it’s a beautiful place for our patients to go and walk.”

New CT Scanner is Faster, Safer, Clearer

MODERN CT scanning technology is advancing on two fronts: improving image quality and reducing the x-ray doses involved. Inside the new Martha’s Vineyard Hospital building, the General Electric LightSpeed VCT machine does both.

In full geek-speak, the LightSpeed VCT is a high-volume, high-speed, low-dose, 64-slice x-ray computed tomography machine. The higher volume means the Hospital’s new scanner can comfortably accommodate larger patients. The higher speed means it can scan the entire human body much faster than its predecessors – a feature patients will appreciate even as they rest on its new and more ergonomic table design. The 64-slice technology means that doctors can view three-dimensional images with a quality and resolution far beyond what was available to them before. And the low-dose design means these superior images are created with about 40 percent less radiation.

The Hospital’s new CT scanner is so fast and so flexible, in fact, that it provides doctors with an excellent tool for performing real-time scans when a stroke is suspected.

In sum, the Hospital’s new CT scanner represents a generational advance in equipment for the radiology department. It’s faster, it’s safer and it’s clearer – just one more example of how it’s not just the building, but also what’s inside it, that’s new and improved at Martha’s Vineyard Hospital.



Doctor Search Continues



“Primary care physicians are the engine that drives our hospital.”

AS AN Island institution serving an intensely seasonal community, Martha’s Vineyard Hospital faces many unique challenges. However, there’s one challenge it shares with other hospitals across the United States: attracting new primary care physicians.

Primary care physicians serve on the front lines of health care. Often, a primary care practice serves as the patient’s first point of entry into the health care system and as the coordinator for all needed health care services. “Primary care physicians,” Martha’s Vineyard Hospital CEO Tim Walsh says simply, “are the engine that drives our hospital.”

Several years ago, in an effort to encourage physicians to consider coming to the Island, Martha’s Vineyard Hospital reorganized its relationship with primary care physicians by making them Hospital employees and providing much of the infrastructure needed to practice on the Vineyard. While this approach brought several new and much-needed physicians to the Hospital, in the past two years recruitment has stalled, and the Hospital would still like to bring another two physicians here.

Recently, administration and the Hospital’s physicians began meeting to discuss ways to advance the recruitment effort. One idea being studied is bringing in a hospitalist – a doctor who specializes in the care of hospitalized patients – so primary care physicians don’t have to spend nights on-call in addition to their days at the office. “If we add a hospitalist,” says Mr. Walsh, “our physicians will be able to have more office time.”

Meanwhile, the recruiting effort goes on, in a story that’s being repeated at hundreds of hospitals across the country. “We’re having the same trouble everyone else is having,” says Mr. Walsh. “There’s a national undersupply of primary care physicians.”

Beverly Brush Gets Her Birthday Wish

LATE IN THE morning of Sunday, August 8, several Windemere residents and staffers looked to the sky to see fellow resident Beverly Brush waving cheerfully from the passenger seat of a biplane.

"I'm going to be 80, I told myself," Ms. Brush said a few days after the flight. "I've been on every (Martha's Vineyard) boat. This time I want to go up in the air."

Ms. Brush was born at the Martha's Vineyard Hospital on August 6, 1930, the daughter of a dentist and a schoolteacher in Vineyard Haven. She has lived on the Island nearly all her life, graduating from the Tisbury High School in 1948. For many years she sold Christmas cards around the Island to make ends meet. Since she moved into Windemere in 2005, she has ridden fast ferries to both Hyannis and New Bedford and each of the conventional ferries to Falmouth for Chinese food.

Ms. Brush's wish to fly came true for her 80th birthday thanks to Classic Aviators LTD at the Katama Airfield, Windemere's Make a Wish program, and the generosity of an anonymous donor on Chappaquiddick who, after hearing about Ms. Brush's wish, was happy to assist.



PHOTO: COURTESY OF THE MARTHA'S VINEYARD TIMES

"Our goal is to keep our [Windemere] residents engaged in life and to keep fulfilling their wishes," said Betsy Burmeister, Director of Recreation and head of Make a Wish at Windemere. Since the program began in 2007, residents have ridden the ferris wheel at the Agricultural Fair, dipped chocolate with the help of the Good Ship Lollipop, had facials at the Mansion House, and written their life stories through Susan Klein's writing workshop.

Ms. Brush celebrated her actual birthday with flowers and Sweet E's cupcakes before heading to the Katama Airfield two days later for her flight. Pilot Mike Creato took Ms. Brush and her close friend and Windemere volunteer Maureen Gzaillle into the air in the cockpit of the Red Baron. "We flew over South Beach and Katama, construction in Edgartown, Nomans Land, and the Oak Bluffs and Edgartown harbors," Ms. Brush said. "I had fun saying 'Hey, everyone!' and waving while we flew over Windemere and Vineyard Haven."

After the plane landed at Katama, Ms. Brush was greeted by friends and Windemere staffers, including Ken Chisholm, the head of the unit, who was delighted that Ms. Brush had the opportunity to fly over the Island.

In a letter to the Times, Ms. Gzaillle wrote, "I would like to thank Beverly, who gave me the opportunity to share with her the most incredible experience of my life."

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Welcome Daniel Pesch, M.D.

DR. DANIEL E. PESCH has been coming to the Island with his family all his life. On October 1st, he became a year-round Vineyarder, joining Martha's Vineyard Hospital's OB/GYN practice.

Dr. Pesch, who is board certified in obstetrics and gynecology, has been on the staff at Lutheran General Hospital in Park Ridge, Illinois, for the past 15 years, advancing to the post of chairman of obstetrics and gynecology and program director of the hospital's residency teaching program for obstetrics and gynecology.

Dr. Pesch will be working together with Dr. Linda S. Stewart, also board certified in obstetrics and gynecology, and nurse-midwives Catherine Chase and Nancy Leport in a team practice that takes him back to the work he loves best.

"When I was in private practice for about ten years," says Dr. Pesch, "it was essentially the sort of work I'm coming to do on the Vineyard. I had gotten involved in public health work, setting up a clinic through the community center in the town right next to the town we lived in. It was a great partnership, with different providers – nurses, nurse-midwives, physician's assistants and advanced practice nurses – and we really provided an excellent care team. It was a collaborative practice, very much like what we have here on the Vineyard."

Over the years, Dr. Pesch found himself rising through the ranks as an administrator at Lutheran General. Of his move to the Vineyard, he says: "I felt that at this point, if I didn't get back to the roots of what I like to do – taking care of patients in a collaborative care setting – it probably wasn't going to happen. I'd end up being an administrator – and there's nothing wrong with that, but I just felt my first calling was as a clinician."

When he interviewed with Dr. Stewart this spring, Dr. Pesch says, he realized they shared a vision of what an Island team practice should be: "She has a background in the same kind of practice, and the same approach to delivering care, that I come from. On the Island, especially in women's health, I think there's a good opportunity to really provide for the people in the community."

Says Dr. Stewart: "I'm happy to welcome Dan to Martha's Vineyard Hospital OB/GYN. With his training, experience and personality, he'll be a great asset to the practice and the community. He and I share practice philosophies, so patients and referring providers are assured of consistent care."

As Dr. Pesch and his wife, Ellen, an attorney, look forward to connecting with their new home community, he expects that his family's shared passion for sailing will be one point of entry. The family owns a 21-foot Bella-class day sailer built by the Gannon & Benjamin boatyard and moored in Vineyard Haven Harbor every summer. Both the Pesch's children, Meghan and Ryan, are competitive collegiate sailors, and Meghan worked as an instructor this summer for Sail Martha's Vineyard.

"While medicine is my vocation," says Dr. Pesch, "my passion is sailing. I certainly will continue to be supportive of Sail Martha's Vineyard, which I've been involved with in the past. I'm also interested in ways the Hospital can reach out and support other projects in the community. If there are community projects that need physician support that I could be involved with, I'd certainly be interested in that."

Martha's Vineyard Hospital OB/GYN offers personal care for women of all ages, with a major focus on preventative care so patients can optimize their health as they age. The practice's care is comprehensive, including pediatric gynecology, well-woman care, low risk obstetrical care, midwifery providers, contraceptive services, infertility evaluations and treatments, gynecologic surgery (including minimally invasive procedures), gynecologic urologic and oncologic evaluations, and perimenopausal and menopausal counseling and treatments.

You can reach Martha's Vineyard Hospital OB/GYN at 508 696-7294



Daniel Pesch, MD

Don Davis is Remembered for His Service

DONALD WALTER DAVIS JR., who died at his Chilmark home on Sept. 11 at the age of 89, was a man of many accomplishments. In his years as president and CEO of The Stanley Works, he was credited with transforming the company from a tradition-bound New England tool manufacturer into an international pioneer in the do-it-yourself hardware business. He coined the motto, "Stanley helps you do things right," which also aptly described his personal approach to all that he undertook – including his years of leadership and service on the Martha's Vineyard Hospital board of trustees where he also served as chairman of the Governance Committee. Following his retirement from The Stanley Works, he went on to teach leadership, ethics and public policy for over 20 years at MIT.

In 1998, after contracting babesiosis, Mr. Davis was hospitalized on the Vineyard. Given what he considered exceptionally compassionate care during his stay, Mr. Davis created an endowment for a nurses' training program that continues to this day.

Tim Sweet, chairman of the Hospital board said: "Don was a bold, strategic and ethical thinker, a great listener, an excellent judge of character,



Don Davis in November 1998 with Hospital nurses Pam Knight, Patty Gazaille, Daisy Pattison and Mary DiMattia

brutally honest, often cantankerous but unfailingly polite, kind, discreet, conservative but open to new ideas, and possessed an abundance of common sense. He was a man of substance and character who without fail, always did the right thing at the end of the day."

Contributions in memory of Don Davis may be made to the Virginia C. Davis Friendship Service Center, P.O. Box 1896, New Britain, CT 06050.

A Summer of Listening & Learning continued from the cover

meeting of the MVH Patient and Family Advisory Council. The committee talked about their personal experiences and voiced approval of potential solutions and added further suggestions.

The months of managing by wandering around aren't over though. Mr. Walsh still walks through the Hospital building several times a week. "I wear a little camera on my belt," he says, "and when I do rounds

and see something, I take a picture. It works great."

"The lesson from this summer," he concludes, "is that communication is the key. And it was the feedback from our patients that showed us where we needed to do things better."

To view or download a campus map and floor plans of the Hospital and the Medical Office Building, please visit www.mvhospital.com/map

**save the dates
please join us!**

Tree of Lights Celebration
December 8th

Annual Health Fair
MV Hospital • March 12th

25th Annual Golf Tournament
Farm Neck Golf Club
July 17th & 18th

23rd Annual Sullivan 5K Run/Walk
East Chop, Oak Bluffs
August 27th

For information please call the
Development Office:
508 693-4645
or visit www.mvhospital.com

Celebrate the 27th Annual Tree of Lights

THIS YEAR the MV Hospital Auxiliary's Tree of Lights fundraiser will begin a new chapter as we celebrate the 27th anniversary of a revered Island holiday tradition with the lighting of a new tree bright with hundreds of red and white lights, each donated by an individual or group in honor or in memory of a loved one.

- For a \$20 contribution, place a light on the tree for the 2010 season.
- For a \$200 contribution, your light will shine in perpetuity.

Download a Contribution Form from our website by going to mvhospital.com/tol, or call the MV Hospital Auxiliary Volunteer Office: 508 693-0410. Contribution Forms will also be available in the local newspapers.

Join us in a celebration of the 27th anniversary at the annual tree lighting ceremony on Wednesday, December 8th at 4:00 p.m. in the Main Lobby of the Hospital.



**MARTHA'S
VINEYARD
HOSPITAL**

*An Affiliate of
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