

# MIW

2020 ANNUAL REPORT

## A Pandemic Response Resilience, Hope and Humanity

**MIW** Melrose Wakefield  
Healthcare

Proudly wellforce 

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### **Our Mission**

*We are committed to providing, in a community-based setting, the highest quality health care to Boston's northern suburbs. By doing so, we strive to become the health care system of choice in the region for you and your family.*

### **About MelroseWakefield Healthcare**

*MelroseWakefield Healthcare is a coordinated system of hospitals, physician practices and community-based services providing care for communities throughout north suburban Boston. We are distinguished by the range of clinical care and services we provide locally for the continuum of care.*



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*Cover: Kristin Tammara, NP, dons personal protective equipment as she prepares to visit with a COVID-positive patient in the intensive care unit at MelroseWakefield Hospital.*

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(L to R) Sue Sandberg, MBA, RN, chief executive officer of MelroseWakefield Healthcare, and James Herrington, chair of the Board of Trustees 2020

The year 2020 will be remembered for the devastating pandemic that affected all of us in so many ways. But even in the most difficult of times, we had hope thanks to the unwavering dedication of our providers — who remained committed to delivering exceptional care no matter the circumstance — and the outpouring of goodwill, kindness and support from our communities.

## A Year Like No Other

As we reflect on 2020, so many important topics come to mind. The pandemic, of course, but also the insights we gained throughout the year about our strengths and our resolve to be there for our patients. Never before was it more important to provide access to quality community care, not only to respond to the devastating impact of the virus, but also to bring assurances and to provide guidance for our communities.

Through the weeks and months of the pandemic, we remained focused on providing outstanding care safely to our patients. Each day brought new challenges, but the outpouring of support from our communities lifted us in many ways, and for that we are tremendously grateful.

The year was also a time when we experienced social unrest throughout our country. We will carry with us always the emotional moment when our staff took a collective moment of silence, on one knee for 8 minutes and 46 seconds, in support of racial equality and justice. Furthering this commitment, we joined our Wellforce CEO peers in signing the national CEO ACTION for Diversity and Inclusion™ pledge.

There were positive moments, too, throughout the year that continue to propel us forward. The new Shields Surgery Center at our Lawrence Memorial Hospital campus opened. We take great pride in bringing this state-of-the-art facility to the community. As a joint venture between MelroseWakefield Healthcare, Shields Health Care and the Tufts Medical Center Physicians Organization, some of the area's most notable surgeons provide services at the new center.

Also, we began offering advanced procedures not usually seen in a community setting, including same-day total knee joint replacement surgery and a highly specialized orthopedic cartilage regeneration procedure called MACI. Our expert surgical team performed its 1,000th robotic surgery, and we expanded our local heart care services in collaboration with our peers at Tufts Medical Center.

There is no magic wand to undo the struggles of the past year, but we hold close to our hearts the enduring support of our communities who make what we achieve possible. The coming year will be a positive one. We will remain focused on bringing innovation and excellence to our communities and influencing the future of quality local health care.

Sue Sandberg, MBA, RN  
Chief Executive Officer

James F. Herrington  
Chair, Board of Trustees 2020

## Tiny Heart Pump Saving Lives at MelroseWakefield Cardiovascular Center



**Stanley Coolen (R) celebrated his 50th wedding anniversary with his wife Nicky just two months after he survived cardiac arrest thanks to the sophisticated technologies and experienced teams at MelroseWakefield Hospital.**

After enjoying a day of golf with friends, Stanley Coolen began experiencing an upset stomach. Stanley is an active, healthy 72-year-old from Saugus, but as he approached the clubhouse, he collapsed in cardiac arrest.

Stanley was transported to the MelroseWakefield Hospital emergency department, where the staff were prepared and waiting for his arrival. Laurence Conway, MD, chief of cardiology, had him rushed into the state-of-the-art cardiac catheterization lab.

“When we met Stanley in the emergency department, he was barely alive and in profound shock,” said Dr. Conway. “He probably had less than a 50 percent chance of survival. He needed to receive a stent procedure to open his arteries, but his heart was too weak to pump blood and oxygen throughout his body, and his organs were beginning to fail.”

MelroseWakefield Hospital, through its clinical partnership with Tufts Medical Center, has access to sophisticated lifesaving technology and equipment, including Impella®, the world’s smallest heart pump. “We knew that we had to take some stress off of Stanley’s heart, and thanks to Impella, we could do just that,” said Dr. Conway.

The Impella is a tiny implantable pump inserted minimally invasively into the chest with a catheter through the femoral

artery and into the heart’s pumping chamber. “The Impella takes over the pumping for the heart, giving it some time to recover from the trauma it just experienced,” said Dr. Conway. “Essentially, it takes the heart offline so it can rest.”

“Stanley was lucky that we had access to the Impella pump. Without it, he wouldn’t have survived,” said Dr. Conway. “We were able to stabilize him and then open up his arteries with two stents.” The technology and teams at MelroseWakefield Hospital saved Stanley’s life.

Following a short stay in the hospital, Stanley was able to return home to his family. Two months after his heart attack, he and his wife Nicky celebrated their 50th wedding anniversary. Today, Stanley looks forward to playing golf and spending time with his three grandchildren. “Everyone at MelroseWakefield Hospital did a remarkable job,” said Stanley. “My family and I can’t thank them enough for saving my life!”



**Our team of experts at the MelroseWakefield Cardiovascular Center provides the latest advancement in cardiac care, the Impella heart pump, for the treatment of heart failure.**

## Same-Day Total Knee Replacement Surgery and More



**Medford resident Barry Herb had knee replacement surgery at MelroseWakefield Hospital and went home the same day.**

After years of managing osteoarthritis — a degenerative condition that leads to cartilage loss in joints — Barry Herb knew it was time for the next step when his knee buckled and he almost took a bad fall.

“Knowing Barry had bone-on-bone osteoarthritis in that knee, it was a pretty easy decision to move forward with a total joint replacement,” said Abraham Shurland, MD, chief of orthopedic surgery at MelroseWakefield Hospital. Barry agreed, but he was not looking forward to a hospital stay. Fortunately, he was a candidate for same-day knee replacement surgery.

Same-day joint replacement surgery for qualified candidates is an example of how MelroseWakefield Hospital’s clinical experts are bringing a higher level of care to the community for the ease and convenience of its patients.

“Patients are up and walking before they return home on the same day as surgery,” Dr. Shurland said of the benefits of same-day joint replacement. “At home, they typically have a more restful sleep in their own bed and have less chance of getting an infection.” Patients who go home sooner also report less stiffness, greater mobility and a faster return to normal activities.

MelroseWakefield Hospital is one of the area’s only community providers offering same-day total joint knee replacement surgery as well as an advanced cartilage regeneration procedure locally for patients.

### Restoring Cartilage to Preserve Joints

Matrix-induced autologous chondrocyte implantation, better known as MACI®, uses a patient’s own cells to repair knee cartilage damage. In this innovative, two-step procedure, the surgeon takes a sample of cells from the torn cartilage. Over several weeks, the cells are replicated and

placed onto a membrane. The membrane is attached back into the knee where, over the course of 10-12 months, the cartilage matures.

“Cartilage restoration with MACI can preserve a joint and delay joint replacement for many patients,” said Peter Yeh, MD, MelroseWakefield Hospital orthopedic surgeon who is one of just a handful of surgeons in the region trained in the procedure and is offering it at MelroseWakefield Hospital.

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**Orthopedic Surgeon  
Peter Yeh, MD, is one of  
just a handful of surgeons  
in the region trained  
in the MACI procedure  
and is offering it at  
MelroseWakefield Hospital.**

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Mandy Chaput, a young mother of two active boys and director of early learning and school-age programs, was happy to learn of this option. Experiencing constant left knee pain, she had cartilage that was worn down to the bone. Told by others her only option was physical

therapy, Mandy sought out MelroseWakefield Hospital and Dr. Yeh. She had the procedure, began her rehabilitation, and said, “I’m looking forward to resuming my life and being pain-free.”

Advanced orthopedic capabilities such as MACI bring the latest technologies and surgical techniques to members of our local communities.



## Mobile Food Market Addresses Community Hunger During the Pandemic

For 35 years, MelroseWakefield Healthcare has partnered with local agencies to address community hunger and food insecurity as a public health initiative to improve community health.

In the environment of COVID-19, community initiatives to address hunger became even-more critical and ever-more challenging.

Prior to the pandemic, food insecurity in eastern Massachusetts was a significant issue affecting one of every 13 adults and one of every 11 children. The economic downturn and rise in unemployment related to COVID-19 has driven its prevalence upward, with one in eight adults and one in six children now lacking adequate food. Food insecurity has risen 59 percent in the region; applications for Massachusetts' Supplemental Nutrition Assistance Program rose by 360 percent; and the caseload of the North Suburban Women, Infants and Children (WIC) Nutrition Program administered by MelroseWakefield Healthcare increased by more than 7.6 percent.

Since 2012, our nationally recognized, award-winning monthly Mobile Food Market (coordinated by our North Suburban WIC Nutrition Program) has served hundreds of families each month through a partnership with the cities of Malden and Medford, The Greater Boston Food Bank, and a local chapter of an international service agency, ZONTA. We have also helped The Greater Boston Food Bank with the start-up of nine additional markets based on this model.

By April 2020, the surge of COVID-19 and the necessary guidelines limiting gatherings significantly threatened



**Malden Mayor Gary Christenson is one of the many who volunteer at the Mobile Food Market that serves more than 400 families monthly.**

the Mobile Market's established operating model as an outdoor food distribution site. However, the need for the Mobile Market proved to be greater than ever. The community benefits team remained committed to their families, and collaboratively and seamlessly pivoted to create a new delivery model.

The Mobile Food Market team developed a process by which volunteers now pack bags of nonperishable and lightly perishable foods and deliver them directly to individuals and agencies in the community. They include local housing sites, senior centers, immigrant service agencies, faith-based organizations and many others. More than 400 bags of nutritious food are delivered each month,

and more than 3,700 families have been served since the beginning of the pandemic.

"The Mobile Food Market, in partnership with The Greater Boston Food Bank, is an integral part of the food assistance network and serves as a reliable source of nutritious food for hundreds of residents of Malden and surrounding communities each month," said Christina Peretti, senior manager of community initiatives at The Greater Boston Food Bank. "The dedication of so many staff and volunteers to the running of this market truly underscores MelroseWakefield's commitment to serving the community."

## A Look Ahead: New Ambulatory Surgery Center

The new Shields Surgery Center at the Lawrence Memorial Hospital campus brings high-quality, multi-specialty surgical services to area residents.

The construction of the new Shields Surgery Center at the Lawrence Memorial Hospital campus was completed in late 2020. The 16,000-square-foot, state-of-the-art ambulatory surgery center is a joint venture between MelroseWakefield Healthcare, Shields Health Care Group and Tufts Medical Center Physicians Organization. It houses modern operating and procedure rooms to bring additional high-quality orthopedic, gastroenterology, ear nose and throat, and other surgical services to the local community. The occasion was recognized with a small, socially distanced and masked ribbon-cutting ceremony, with plans for a broader community celebration once it is safe to gather.

Opening the Shields Surgery Center is an important milestone in MelroseWakefield Healthcare's journey to transform the Lawrence Memorial Hospital campus into a vibrant destination of comprehensive outpatient services for the community.



**Construction of the new Shields Surgery Center was completed in December 2020, soon followed by the completed renovations of the Lawrence Memorial Hospital lobby.**



**The robotic-assisted surgery team celebrated the milestone achievement of completing their 1,000th surgery.**

## Robotic-Assisted Surgery Surpasses 1,000 Procedures

The acquisition of the da Vinci XI<sup>®</sup> surgical robot elevated the surgical capabilities of MelroseWakefield Hospital to new heights. Using this state-of-the-art technology, our skilled surgeons are performing complex surgical procedures with greater precision utilizing the system's enhanced 3D high-definition visualization and advanced instrumentation features.

For patients, the benefits of robotic surgery include smaller incisions, faster recovery times, less pain and shorter hospital stays. Surgeries for which the da Vinci XI is designed include abdominal surgery, gynecologic surgery, prostate surgery, weight-loss surgery and more.

MelroseWakefield Hospital has one of the busiest robotic surgery programs in the area. More than 1,000 surgeries have been performed to date by the hospital's robotic-assisted surgery team of surgeons, nurses, technicians, and pre-operative, post anesthesia care unit and central sterile processing staff.



## Responding to the Pandemic with Resilience, Hope and Humanity

In January 2020, news of a novel virus began to circulate around the globe. COVID-19, as it became known, was a highly contagious and potentially lethal infection; and little to nothing was known about how to care for or treat patients infected with the disease. Infection rates rose quickly, crowding hospitals and creating fear.

As patient volumes increased, concerns rose with worries about available personal protective equipment, thoughts of rationing resources, and the desperate need to preserve hospital services to respond to the pandemic.

Phrases such as “flatten the curve,” “PPE” and “social distancing” became part of the common vernacular, and as more was learned about the virus day-by-day, it felt more dire.

“At the onset, it was a time of great uncertainty, worry and fear, quite frankly,” said CEO Sue Sandberg, MBA, RN. “But as a health care provider, we knew how to respond to an infectious outbreak, and we knew that our patients and our communities were depending on us during this unprecedented time of need.

“Every individual, at every level, from every corner of the organization,” she added, “responded to do what needed to be done.”

### Ingenuity Sprang Forth

Each day, we learned more about the virus, how it was spread and how it affected patients. And with each new development, response by the organization was swift and precise. Patient rooms were modified for negative pressure in a matter of hours; the emergency department waiting room became a patient care area; pharmacy made in-house hand sanitizer; and supplies of personal protective equipment were centralized and tracked to ensure everyone was appropriately protected. Also, community physician practices transitioned to telemedicine care in record time to stay connected with their patients.

At the frontlines were the nursing care teams. Donned in layers of protective garb for hours on end, they cared for their desperately ill patients, some of whom did not survive. Because of strict infection-control restrictions, patients often died without the chance to see or say good-bye to a loved one. In those times,





nurses became surrogate family, using cell phones or tablets to connect patients with families, and staying with patients in their final moments to provide solace for the patient and their loved ones.

“As nurses, we are trained to respond under any condition to care for our patients, and that is what we had to do,” said Deb Cronin-Waelde, RN, chief nursing officer.

During the longest and darkest times of the first coronavirus surge, employees and staff leaned on each other for strength, worried about the safety of their own families and friends.

But with the dark, there was the light. An outpouring of support came from the community in the form of donated supplies and meals, words and cards of encouragement, a rolling rally by local emergency first responders, thousands of hand-sewn masks, and important dollars to support our COVID-19 Heroes Fund. Companies near and far re-tooled their operations to begin making face coverings and testing booths.

“This level of generosity really had a significant positive emotional impact on the staff,” said Cheryl Warren, RN, vice president of clinical operations. “We hope the community knows just how deeply and truly staff appreciated all their efforts.”

As fall approached, there were signs of a second surge — increasing infection rates, increasing inpatient volumes and more deaths. This time, teams were more experienced in responding to the sinister virus, and news of a vaccine was a beacon of hope.

“We certainly did not want to see a second surge of the outbreak, but we were better prepared, more knowledgeable about the virus, and had a few more tools in the tool kit to respond, including the prospects of a vaccine,” said Chief Medical Officer Steven Sbardella, MD, who also led the organization’s incident command operations.

To date, more than 863 patients have been hospitalized with 135 deaths. Fortunately, no hospital staff member has died as a result of COVID-19 infection, and rollout of effective vaccines has begun.

“It has been an historical time that will define this generation,” said Sandberg. “For our part, I believe we will look back upon this time with reverence for our employees and staff for their competence, grace and humanity.”

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*“It has been an historical time that will define this generation. For our part, I believe we will look back upon this time with reverence for our employees and staff for their competence, grace and humanity.”*

**Sue Sandberg, MBA, RN**  
CEO, MelroseWakefield Healthcare

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# 2



*U.S. News & World Report* accolades as best regional hospital for heart failure and chronic obstructive pulmonary disease care



# 975

*Pfizer-BioNTech COVID-19 initial vaccine doses delivered to MelroseWakefield Hospital in December 2020*



# 157%

*Increase in the number of urology patient visits from previous year due to new urology program*



# 3,000,000+

*Video views — including news coverage from WBZ Boston, CBSBoston, Yahoo News! and MSNBC's Morning Joe — of a CODE HAPPY patient discharge from a COVID-19 unit. Watch the video on our YouTube page.*



# 3,700

*Families served by our Mobile Food Market that pivoted at the start of the pandemic from an open walk-up market to volunteers packing and delivering bags of nutritious foods to individuals and agencies throughout our service area*



## A Year Like No Other

No one could have predicted the financial challenges of Fiscal Year 2020 in response to a generational pandemic.

Daily patient care came to a near standstill as the state quarantined in place for weeks and elective procedures paused. Despite the challenges, we remained focused on our fiscal responsibilities including tightly tracking pandemic-response expenses, bringing back services safely and effectively, and strengthening service lines. These responses helped minimize the financial impact on the organization during a year like no other.

*Financial results for the fiscal years ending on September 30, 2020 and 2019.*

<b>Facts and Figures</b>	<b>2020</b>	<b>2019</b>
Beds (operating)	232	232
Discharges	9,200	9,542
Emergency department visits	31,669	38,748
Births	744	817
Operating room cases (includes endoscopy cases)	10,149	12,401
Physician office visits	191,716	199,303
Employees	2,237	2,384

<b>Financial Performance*</b>	<b>2020</b>	<b>2019</b>
Operating revenues	\$287,323	\$279,024
Operating expenses	<u>290,416</u>	<u>281,083</u>
Loss from operations	(3,093)	(2,059)
Nonoperating gains:		
Investment income	9,047	7,920
Other	<u>(485)</u>	<u>(1,090)</u>
Nonoperating gain – Net	<u>8,562</u>	<u>6,830</u>
Excess of revenue and gains over expenses	<u>\$5,469</u>	<u>\$4,771</u>

*\*in thousands*

## Extraordinary Support and Generosity

It's no secret that people around the world have pulled together to support their local health care workers during the COVID-19 pandemic. The many communities served by MelroseWakefield Healthcare are no exception, and their stories of dedication and sacrifice for the sake of our workers are well worth telling.

Community support of MelroseWakefield Healthcare workers had no age boundaries. Local Brownie and Girl Scout troops donated cookies and cards of encouragement. Parents without access to childcare or whose children were attending school remotely still found time to put together gift bags for staff containing personal care items, snacks and gift cards. First responders organized a rolling rally to boost morale. And hundreds of talented people who sew created face masks for use in non-clinical areas of our facilities and out in the community.

Local businesses — many of which were struggling in their own right — still pulled together to donate meals, supplies and services. Those donations included personal protective equipment such as hand sanitizer, N95 masks, face shields and disposable gowns, all of which were in especially short supply in the early days and months of the pandemic.

More than 100 participants and sponsors joined the Stride 5K 2020 virtual event to celebrate our employees and support our COVID-19 Heroes Fund. This fund provides care for frontline workers and secures essential equipment. Through Stride and other generous donors, nearly \$150,000 was raised in 2020.

Generous financial contributions from longtime supporters as well as new ones not only helped with current needs, but also supported ongoing initiatives that support excellence in patient care, growth of vital services, initiatives to assist community members in need, and partnerships with local human service agencies.

We thank all of our supporters for their steadfast commitment to MelroseWakefield Healthcare during the course of a year like no other.

*There are many ways to give and support MelroseWakefield Healthcare. To learn more about how you can give, visit [melrosewakefield.org/giving](http://melrosewakefield.org/giving) or call 781-338-7620.*

### Your Support by the Numbers:

**15,000**

Meals Donated

**10,000**

Hand-sewn Masks

**\$200,000**

Worth of Donated Personal Protective Items



**The Pink Angels generously donated \$27,000 to the MelroseWakefield Breast Center. Patients undergoing mastectomies now receive complimentary, high-quality, post-surgical bras for a more comfortable recovery.**



**Stoneham Bank donated 1,000 face shields for our frontline workers.**



**Frontline Sunshine collected nearly 300 gift packages for our hospital staff. The project was a community effort to boost morale and ease the strain of working on the frontlines during the pandemic.**



The generosity of our supporters makes it possible for MelroseWakefield Healthcare to continue its mission to bring advanced health care to patients locally.

Thanks to our contributors, we are able to develop, strengthen and grow our clinical and community services. We gratefully acknowledge our supporters who have contributed to us October 1, 2019, through September 30, 2020.

## OUR SUPPORTERS

### \$150,000+

Henry R. Delaney \*

### \$100,000-\$149,999

Anonymous

### \$50,000-\$99,999

Adelaide Breed Bayrd Foundation  
MelroseWakefield Healthcare Medical Staff

### \$25,000-\$49,999

Clinical Financial  
Cummings Foundation

### \$10,000-\$24,999

Cataldo Ambulance Service  
Flora M. DeScenza \*  
Helmi L. Sharrillo \*  
The Pink Angels  
Tufts University  
Jennifer S. Wu, MD

### \$5,000-\$9,999

Cambridge Savings Bank  
Eastern Bank Charitable Foundation  
Hallmark Imaging Associates PC  
Littler Mendelson PC  
Joseph L. Pennacchio, MD  
Salter Healthcare  
Sue and Stu Sandberg  
Tarnoff Family Charitable Gift Fund

### \$2,500-\$4,999

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Zonta Club of Malden

### \$1,000-\$2,500

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### \$500-\$999

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Michael G. Newman, MD  
Patricia A. Sereno, MD  
Gertrude Shea  
Alexander O. Walker, MD  
Whole Foods Market  
George D. Wilson  
Daniel J. Witkowski, MD

*Continued...*

\*Deceased

## OUR SUPPORTERS

### A Special Thank You to Our In-Kind Gift Donors

The following individuals and businesses provided various in-kind gifts. We received hand sanitizer, personal protective equipment, supplies, hand-sewn masks, countless meals and more! The list captures many of these donors. A number of donations were made anonymously, as well. On behalf our patients and staff, we thank the community for this outpouring of support.

#### In-Kind Donors

ACF Development Group  
 Action Ambulance Service, Inc.  
 Advanced Imaging  
 Amazon Logistics  
 Aramark Food Service  
 Hugo and Tobe Armendariz  
 Aviva Labs, Inc.  
 Carl A. Backman  
 Kathleen Barach  
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 Katie Barnes  
 Tara Beardsley  
 Chad Bennett  
 Maddie, Katy and Kari Bergeron  
 Alexander Bezdek  
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 Betsy Brown  
 Emily M. Brown  
 Buckalews of Melrose  
 Alyce Burnell  
 Cambridge Savings Bank  
 Carol's Café/ Bonnie & Joe Oliverie

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 Marco Desiderio  
 Betty Anne Diaz  
 Quincy Dillon

Myron Ditmer  
 Doll Clothes by Janet  
 Dennis Dost  
 Doughboy Uniforms  
 Scott Dragos  
 Katy Dunbar  
 Dunkin Donuts  
 Torrie Dwyer  
 EBSCO  
 Edelman Financial Engines  
 Jennifer Ehrman-Traut  
 Susan Elliott  
 Toni Elliott  
 Ralph Emerson  
 Brenda Emerzian  
 Encore Boston  
 Matthew English  
 Ernst & Young  
 Espresso Pizza  
 Eve Beauty  
 Eversource Energy  
 Exchange Street Bistro  
 Espresso Pizza  
 EZ Catering  
 Lisa Farnell  
 Mari Ferentinos  
 Savvas Fetfatsidis  
 Fidelity Investments  
 Firehouse Subs - Metro North  
 Lisa Flanagan  
 Food Revolution  
 Tom Ford  
 Alice Foti



**Photos top to bottom: pizza provided by Dr. Salil Midha; PPE provided by BOOM! Supplies & Technology; cookies compliments of Stoneham Bank and Chef Jason; chocolates from Russo's; cookies from the Melrose Girl Scout Troop; ice cream provided by Treadwells; and sanitation supplies provided by Northeast Metro Tech High School**



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*Every effort was made to accurately reflect each contributor from October 1, 2019, through September 30, 2020. If you find an error, please accept our sincere apology and contact the Office of Philanthropy at 781-338-7620.*

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