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# Connections: November 1992

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# CONNECTIONS™

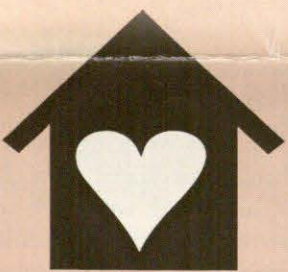
The monthly newspaper of BOSTON UNIVERSITY MEDICAL CENTER/The University Hospital • November 1992

## Inside

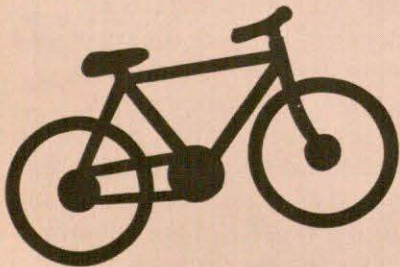
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BOSTON UNIVERSITY  
MEDICAL CENTER  
The University Hospital

88 East Newton Street  
Boston, Massachusetts

## Compensation values highlight FY 1993 program

**L**ate last month, the Hospital unveiled its compensation program for fiscal year 1993, and, along with it, a newly adopted statement of compensation values.

The compensation values statement, developed by a group of Hospital managers led by Susan C. Hancox, vice president for human resources and operations, is an "important anchor for our compensation-related decisions," wrote Hospital President J. Scott Abercrombie Jr., M.D., in a letter to employees outlining the program. The letter was distributed in pay envelopes on Oct. 22.

"These values will drive the design of our compensation

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## Leader of the pack



**B**oston University Medical Center/The University Hospital was first among Massachusetts hospitals in the number of voters it registered for this year's primary and general elections.

A total of 493 patients, employees and guests of the Hospital signed up during voter registration drives held here in February, August and October. "It was vitally important that everyone get out there to vote, especially in the recent presidential election," says the coordinator of the drives, Dan Wilson, an employee relations manager for the Hospital. The voter registration sessions were sponsored by the Massachusetts Hospital Association's Project '92 campaign, designed to register voters at hospitals statewide. ■

## At 4 Bishop Street, 'Every room has a view'

**V**olunteers from City Year shovel dirt into wheelbarrows, clearing a path for what will soon be a handicapped ramp. Others, swinging hammers and hoisting ladders, take commands from the developer hired to renovate the old Victorian house at 4 Bishop Street, Jamaica Plain, into a boarding home for nine homeless elderly women.

"This is the best crew," says Anna Bissonnette, associate director of the Hospital's Home Medical Service, as she wraps her arms around Carolyn, one of the young City Year charges. "The next time I come, I'm going to bring you guys some apples," she promises.

To Bissonnette, the president of the nonprofit Committee to End Elder Homelessness, 4 Bishop Street is the first of many homes she envisions being renovated to end homelessness in Boston's burgeoning elderly population. "This is just one house. Our



**ALL IN A DAY'S WORK**  
Volunteers from City Year help put a new face on the old Victorian home at 4 Bishop Street, Jamaica Plain.

mission is to house 500 homeless elders in five years," she says.

Last month, as Bissonnette and an outreach worker combed local shelters to interview potential occupants for the home, an 86-year-old woman recuperating from a broken hip was preparing to move in as one of the first occupants. Had it not been for the opportunity to live in this home, the woman would have

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## Finding sheds new light on the healing capability of the spinal cord

**R**esearch conducted by Hospital surgeon Harry S. Goldsmith, M.D., and a colleague at the University of Ottawa has shown that spinal cord nerve fibers can be made to grow after complete transection. The research has captured international headlines because of its significant contribution to the medical community's understanding of the spinal cord's capability for healing.

In a study published in the Sept. 5 issue of *Brain Research*, Goldsmith, a member of the Departments of Surgery and Neurosurgery, and Jack C. de la Torre, M.D., Ph.D., a professor of neurosurgery at the University of Ottawa, reported that axons—the components of nerve cells that pass impulses from cell to cell—regenerate after complete transection of the spinal cord when

*continued on page 3*

ANATOMY OF A BUILDING:

# Putting all the pieces together takes a special group

**A** building is almost like a human, the way it talks to itself when it's completed," observed Nick MacEacheren, the Morganti, Inc. superintendent of construction for the Center for Advanced Biomedical Research, as he walked along concrete slabs on the eighth floor of the structure, being built along Albany Street.

"A building decides whether it's in trouble, whether it's heated correctly and cooled correctly," he explained. "It talks back and forth from floor to floor. It also decides how to handle a cataclysmic disaster, and decides what floor a fire is on, how bad it is and how to fight it."

On a sunny day last month, MacEacheren made his way across an upper-level floor of the building, passing an apprentice mechanic wrapping duct tape around a pipe in the ceiling, electricians installing wires, and plumbers putting pipes in place.

Coordinating these and the many other efforts that lead to the integration of this somewhat humanlike creation is MacEacheren's job. He schedules and oversees the work involved in giving the building a "skin," plumbing, air conditioning, windows, fireproofing and all other elements. He is at the site from the initial groundbreaking to the ribbon cutting.

"I set the overall schedule and then monitor it to make sure we can do it," MacEacheren said, noting, with a slight chuckle, that "things crop up that you never figure on during the day."

**Keeping on schedule**

"Some days a needed material doesn't arrive, which causes you to shift gears, move on to something else, but still try to maintain the overall direction you want to get to," he said. "It's up to me to reschedule an activity to keep us on the original schedule."

"He'll tell you at nighttime what he wants done the next day, and then when you start in the morning he says you can't do that," interjected Jack Cronin, a mason foreman, in a playful tone.

Coordinating the progression in which certain projects are carried out is one of MacEacheren's biggest, and most constant, challenges. When the need arises to install a specific material on one floor, he may have to temporarily relocate people working on another project in the same area.

"One little thing can screw it

up," he said. "The problem is you get 20 little things every day."

When all of the major mechanical instruments for the building arrived within three weeks of each other, and had to be installed on the 10th and 11th floors (the "mechanical" floors), MacEacheren had to make sure tasks that would ruin this equipment—such as pouring concrete and applying fireproofing—were already completed.

Likewise, he had to foresee the impact of installing the precast metal bands that are integrated into the walls on the upper floors of the building. "The engineer sits down and, knowing what the building is going to ultimately be, designs his building to hold up [that weight]," he said. "But he's looking at the end. We have to put the building together. If we put all the precast on one side, we could actually make this building lean over," he said.

Cronin and 19 other foremen oversee specific construction functions at the site, managing, in total, an average of 155 workers each day. Using two-way radios that serve as tentacles to the upper reaches and back stretches of the building, these managers provide the guidance and judgment needed for making decisions. "I went through engineering school, and read all the books, but I've learned more from guys like [Jack] than I would ever learn in that school," said MacEacheren. Cronin, for one, has been in the construction business in New England for 44 years, and oversees 33 workers who construct the skin of the building, which includes the interior masonry and partitions of the structure.

The process of constructing the sides of the building is a detailed procedure, given the intricate design of the walls. They consist of interior concrete block, a layer of damp-proofing material, two inches of insulation, two inches of air space and an exterior brick, taking up 16 inches in total. A precast band weighing 1,000 pounds lines the top and bottom of the windows. The process of constructing the walls resembles a corkscrew in action, with the masons working around the sides of a given floor and then upward to the next level. Seven thousand blocks are applied per floor.

**Getting the job done**

Arthur E. Colley Jr., known as "Boots," is another member of the construction team who has a long history in the field, having been in



Nick MacEacheren, Morganti, Inc. superintendent of construction for the new Center for Advanced Biomedical Research, center, stands with two foremen on the project, Roland Desimone and Jack Cronin.

the crane business for 35 years. While MacEacheren and the foremen's job is to coordinate construction activities, and the tradespeople's job is to carry out the physical construction, Boots' job is to make sure all of the workers get to the places they need to. The self-proclaimed "nerve center of the job," Boots runs the mechanical lift that transports most of the workers and much of their light material to the various floors of the building.

"Nothing moves around here unless he says so," acknowledged MacEacheren. "You have to be nice to Boots. If it weren't for guys like him, this construction job wouldn't get done."

"I know everybody's first name on this job and I know just about where everybody is at any given time," said Boots. He brings spirit to his role at the hub of the building's activity, decorating the elevator every holiday, currently with Halloween streamers. "I do this at all the holidays, including Thanksgiving, Christmas, Valentine's Day," he said.

The amalgamation of tradespeople from many different specialties and with all levels of experience draws a wide breadth of people from the Boston area. While the workers include many people with years of experience, like Boots, they also include novices, who learn from the more experienced. First-year apprentice Sonja Dixon, who insulates pipes, has been on the job for just two

weeks. She is working toward becoming a mechanic. On the job by 6:30 a.m. each workday, she acknowledges that it gets cold, but that she's taken the tips from her colleagues about wearing layers of clothing and a scarf under her helmet. "I'm meeting other people, trying not to get in the way," she said. "It just feels good to do something."

The efforts of Boots and the other workers on the site are imperceptible from the street on a day-to-day level, but are clear close up. The tradeworkers already have installed most of the mechanical instruments that will be used to control the heating and lighting systems of the building. They also have enclosed a number of the floors with the partitions that delineate individual rooms, and have built the full walls for a number of floors.

While the work is demanding and constant, the workers do know when to take advantage of a good situation. Last summer, MacEacheren reminisced, "We watched the Tall Ships go past the U.S. Constitution and out past Deer Island, where they dropped their sails. It was also the day of the BUMC Ice Cream Social. So there we were, watching the ships and eating ice cream."

The cold days of November have set in; but, by next summer, when the ice cream social rolls around again, the workers should be looking at a building in its final stages of development. ■

# Hospital unveils plans for outpatient cancer-care center

**C**onstruction of a multidisciplinary, outpatient cancer-care center is expected to begin later this month, on the third floor of the Preston Family Building (F-3). The facility, which will be located next door to the Harriet Abramson Chemotherapy Suite, is expected to be completed by mid-December. The center is associated with the Medical Center's Cancer Center.

A unique benefit of this new program is that patients will be able to see all of the specialists they need to during a single visit, thereby eliminating weeks of trips to the Hospital, and the anxiety of waiting. "All phases of a patient's cancer care will be coordinated through this center and many, if not all, of their needs will be addressed there," says Douglas V. Faller, Ph.D., M.D., the director of the Medical Center's Cancer Center. "Our goal is to make obtaining that care as convenient as possible."

The center will be staffed by physicians from a number of specialties, ranging from medical oncology, hematology and radiation oncology to gynecological oncology, dermatology, gastroenterology, thoracic surgery and pulmonary medicine. The staff also will include the broad-based talents and resources of cancer nurses, social workers, pathologists and pain-management specialists from across the Hospital.

Virtually all types of cancer will be evaluated, diagnosed and treated by the center's physicians. "We have a number of experts and innovative therapies here at the Hospital that will provide cancer patients with the highest level of care," Faller says. For example, patients suffering from lung cancer, the leading cause of death from cancer, will be able to benefit from four novel treatment protocols that will be offered through the center—two of which are being funded in conjunction with the Southwest Oncology Group, a federally sponsored research group that designs novel cancer studies. The center also will house the Hospital's Bone Marrow Transplantation Program.

The center will be staffed Monday through Friday, during normal business hours. It will include six patient-examination rooms, a private consultation room, a large waiting area, a new reception area, a satellite pharmacy, a blood-drawing laboratory, and several physician offices. ■

**Spinal cord**

*continued from page 1*

provided with an adequate blood supply and when scarring is prevented. The team also found that with the aid of a collagen "bridge," axons apparently are able to connect to the appropriate target nerve cells, thereby allowing the transmission of impulses sent from the brain.

In a unique procedure involving laboratory cats with completely transected spinal cords, the researchers were able to induce the regeneration of axons by applying surgically lengthened omentum, a fold of tissue in the abdominal cavity of mammals, to the transection site. The omentum remained attached to its original site, which allowed it to supply blood to the severed spinal cord. This technique of placing the omentum on the spinal cord was first developed by Goldsmith in the early 1980s. His general investigation of the omentum, however, began in the late 1960s.

Goldsmith's previous research on cats has shown that surgical reconstruction of an injured spinal cord must be performed during the three-hour period immediately following the injury or it must be delayed until the edema fluid that



Harry S. Goldsmith

inevitably follows injury has diminished. From three hours to as long as several months after injury, the fluid is present to such an extent that surgical reconstruction is impossible. Goldsmith's studies have shown that once the edema fluid has diminished and scar tissue has formed, the injury is considered chronic and reconstruction is once again possible.

A clinical trial based on this earlier research currently is underway at the Hospital. Unlike the study described in this article, the investigation involves patients who have chronic spinal injuries, rather than complete, acute transections. Results are expected early next spring. ■

# Lung Cancer Center takes aim at deadly disease

**P**hysicians at the Medical Center's Cancer Center have joined forces to combat the leading cause of death from cancer in the United States: lung cancer. Working under the auspices of the newly formed Lung Cancer Center, the multidisciplinary team of experts is taking an aggressive approach to fighting the disease.

By combining the broad-based talents of medical oncologists, thoracic surgeons, pulmonologists, radiation oncologists, pain-management specialists, pathologists, social workers and oncology nurses, the Center offers patients with lung cancer highly skilled care and comprehensive management of their disease.

"Lung cancer is a dreadful disease, and it is a disease for which doctors historically could do very little," says BUMC Cancer Center Director Douglas V. Faller, Ph.D., M.D. "But I am confident that this unique multidisciplinary approach and our new therapies for early and advanced disease will help many patients in New England."

The Center's physicians are dedicated to developing more effective therapies for lung cancer through intensive clinical research. As such, they have developed a number of new treatment approaches and also are participating in national

clinical trials sponsored by the Southwest Oncology Group (SWOG). BUMC is the only medical center in New England that is a member of the SWOG.

In keeping with the Center's comprehensive approach to treatment, the physicians gather every Wednesday morning at 7 a.m. to review and discuss patient cases. "These meetings have been extremely helpful to us because they have allowed us to plan as a cohesive group what is best for our patients," says Lung Cancer Center Director Paul Hesketh, M.D.

When the patients are visiting the Center, their schedules are designed to be as convenient as possible, enabling them to be seen by as many specialists as possible in a single visit. In addition, those traveling great distances may stay in the Medical Center's luxury apartment complex, Harrison Court, while they are receiving their diagnostic work-ups or treatments.

The ultimate goal in lessening the mortality and morbidity of lung cancer, of course, is primary prevention. As 90 percent of cases can be prevented altogether by not smoking, this is a real possibility for the future, says Hesketh. "In the meantime, however, programs such as those offered by the Lung Cancer Center will continue to be needed to care for the large number of patients with lung cancer," he notes. ■

# Shapiro awarded ACR gold medal



Jerome H. Shapiro

**F**ormer radiologist-in-chief Jerome H. Shapiro, M.D., who remains a clinician at the Hospital, has been awarded a 1992 gold medal from the American College of Radiology (ACR) for distinguished and extraordinary service. The medal, the most prestigious award given by the ACR, was presented to Shapiro in September, during the ACR's annual meeting in Phoenix.

Shapiro recently stepped down from three positions he held for 29 years, as chief of the Hospital's

radiology department, chairperson of the radiology department at the School of Medicine, and the director of radiology at Boston City Hospital.

In addition to his accomplishments as a clinician, Shapiro is an established academician, having authored more than 90 articles. He has been an active member of a number of national radiological societies and has held posts as chancellor, vice president and president of the American College of Radiology. Currently, he is the president-elect of the Council of Medical Specialty Societies.

Shapiro served in the U.S. Army Medical Corps in 1944. He received his medical degree from Yale School of Medicine in 1948 and completed his residency training at Montefiore Hospital in New York. ■



# Charity

BEGINS AT HOME

## Can Share Drive seeks 'one can or \$1'



The 1992 Boston Can Share, which seeks donations of canned or boxed food to feed the hungry, is under way. The city-wide campaign, organized by the Mayor's Advisory Commission on Hunger, will run through Friday, Nov. 13.

Employees are being urged by their colleagues on the Medical Center's Boston Can Share Committee to participate in the food drive before time runs out. "We ask that people contribute either one can or one dollar—it's that easy," says Monique Jackson-Taylor, a member of the Hospital's human resources department and one of the leaders of the drive. "With the current economic condition, there are many people out of work and, subsequently, without food," she says.

Last year, Medical Center employees and students responded generously to the call for canned goods, donating a total of 1,502 food items. This year's goal, says Jackson-Taylor, is to collect 4,500 cans or boxes—one item from each of the Medical Center's 4,500 employees and students.

The intent of the food drive is to fill the shelves of more than 350 emergency food pantries throughout Eastern Massachusetts just prior to the holiday season. The donations are distributed through the non-profit Boston Food Bank.

All donated food items should be nonperishable, suggested donations include infant formula or evaporated milk, hearty low-sodium meals in a can, peanut butter, 100-percent all-natural canned fruit or fruit juices, whole grain cereals, and canned tuna or salmon.

### Sites at which donated cans or boxed foods may be dropped off:

- On the second floor of the Atrium Pavilion, in front of the telecommunications desk;
- at the security desk on the second floor of the Health Services Building (H-2), and
- in the lobby of the Doctors Office Building.

Collection boxes also are located in the lobbies of the School of Medicine, School of Graduate Dentistry, 609 Albany Street, 801 Albany Street, Harrison Court and the Talbot Building. ■

## Nov. 12 fair kicks off year of giving

The Hospital will hold its Employee Giving Fair on Thursday, Nov. 12, in support of the 1992/1993 fund-raising drive, "Charity Begins at Home." The fair will kick off a year of important local charitable events, including the Walk for Hunger, From All Walks of Life, the Hoopathon for Huntington's Disease and a number of others. The proceeds earned from these events will provide food, shelter and health care to those in need, and fund medical research, as well. Employees will find a complete listing of all of these initiatives in a special "Calendar of Giving" on the next page.

"The intent of this campaign is that employees give to something," says Hospital President J. Scott Abercrombie Jr., M.D. "We know for a fact, through our leadership in a number of charitable events, that our employees carry the spirit of giving throughout the year. With this year's drive, our goal is to give them the opportunity to choose when they would like to give and, realizing that volunteerism is an important dimension of giving, how they would like to give, as well."

At the day-long fair on Nov. 12, employees will have the opportunity to give to four specific charities: the U-Help Fund, the Child Care Fund, the United Way and Community Works.

Each year, more than 100 patients and employees in need are helped through contributions made by employees to the Hospital's U-Help Fund. Nearly \$37,000 in U-Help funds were dispersed last year. From this fund, a special \$15,000 grant was made to upgrade the television

system in the spinal-cord injury unit, where the average length of stay for patients is approximately three months.

Last year, the Hospital's Child Care Fund, sponsored by employees, contributed \$3,000 to a larger pool set up to provide employees in need with financial assistance for private child care. The distribution of funds was determined by a lottery. Monies currently in the fund are being held in a special account, and will be allocated to Hospital and Evans Medical Group employees to support the cost of tuition at the child-care center in BUMC's BioSquare development, scheduled to begin construction later this fall.

The United Way provides assistance annually to more than 200 health and human-service agencies in 81 cities and towns in Eastern Massachusetts. Last year, more than 1.7 million local people in need were helped through United Way contributions. More than 300,000 individuals were helped by such health-care services as family counseling, AIDS education and cancer research. Nearly 125,000 people received emergency food, clothing and housing. More than 61,000 victims of physical abuse and neglect were provided with counseling and emergency shelter.

The non-profit Community Works is a cooperative fund-raising program made up of 24 community-based organizations dedicated to assisting those in need. In 1991, Community Works allocated \$183,375 to each of its member groups.

By the time this issue of **Connections** hits the newsstands, employees will have already received their pledge cards for the

giving fair. The cards can be turned in on Nov. 12 or mailed in advance to the development office on Old Evans 616 (D-616).

A number of prize drawings will be made throughout the day for donors of all amounts. In addition, there will be one special prize drawing for both donors and non-donors who turn in their cards on or before Nov. 12. Among the prizes to be raffled are a weekend for two at the Copley Plaza Hotel, a get-away weekend at the Boston Park Plaza Hotel, brunch for two at the Hampshire House, tickets to the Huntington Theatre Company's production of "A Long Day's Journey into Night," and a \$100 gift certificate to the Hospital's optical shop (part of the Gundersen Eye Center).

The Employee Giving Fair gets under way at 7 a.m. on Nov. 12, in the SkyLight Dining Pavilion. ■

### FY 1993 compensation

*continued from page 1*

programs and will help us in determining each individual's compensation," he said. The values are as follows:

- Excellence in employee performance.
- Compensation equity among the various positions within the Hospital.
- Compensation that is competitive externally.
- Opportunity for employee choice in personal compensation design.
- Broad involvement of managers in the design of the compensation program each year.

Under the FY 1993 Compensation Program, eligible employees will receive merit-based increases ranging from 0 to 5 percent, depending on individual performance, with the average increase being 3 percent. The salary modifications will take effect on Dec. 6 for those individuals who are eligible for a fall review, and on May 6 for those eligible for a spring review. Special market adjustments for a specified number of positions also will take place on Dec. 6.

"While many businesses will forego any type of compensation improvements this year, I believe it is important to recognize strong performance," Abercrombie said.

In addition to the wage improvements, employees not covered by collective bargaining agreements also will have the opportunity to earn cash bonuses. The details of this program will be announced next month. ■

### MORE FOR YOUR MONEY

#### Boston Bruins tickets

Monday, Dec. 14, vs. Buffalo, 7:35 p.m.  
Monday, Jan. 18, vs. San Jose, 7:35 p.m.  
Tuesday, Feb. 2, vs. Edmonton, 7:35 p.m.  
Thursday, April 8, vs. Quebec, 7:35 p.m.

Tickets are \$34 each and sold on a first-come, first-served basis.

#### Ski New England!

Lift tickets are available for \$20 each to a variety of New England ski resorts: Attitash, N.H.; Okemo Mountain, Vt.; Sugarloaf/USA, Maine; Killington, Vt.; Smugglers' Notch, Vt.; Sunday River, Maine; Mount Snow, Vt.; Stratton Mountain, Vt.; and Waterville Valley, N.H.

#### Discount books:

Entertainment North and South - \$30  
Greater Boston - \$25

City Books (valid through March 15, 1993) - \$1

These discount coupon books offer substantial savings on dining, entertainment, shopping, hotel accommodations and more.

Contact Diane Sprague, in the human resources department, Collamore 231 (C-231), x8562 (638-8562), Monday through Thursday.

The events listed below have been compiled so that employees will remember to give throughout the year (Oct. 1, 1992 to Sept. 30, 1993). Employees are encouraged to post this calendar in their work areas and to use it to note their own events of interest.

### ◆ OCTOBER ◆

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
					1	2
	4	5	6	7	8	9
	11	12	13	14	15	16
	18	19	20	21	22	23
	25	26	27	28	29	30

### ◆ NOVEMBER ◆

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
						1
	8	9	10	11	12	13
	15	16	17	18	19	20
	22	23	24	25	26	27
	29	30				

### ◆ DECEMBER ◆

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
		1	2	3	4	5
	6	7	8	9	10	11
	13	14	15	16	17	18
	20	21	22	23	24	25
	27	28	29	30	31	

### ◆ JANUARY ◆

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
					1	2
	3	4	5	6	7	8
	10	11	12	13	14	15
	17	18	19	20	21	22
	24/31	25	26	27	28	29

### ◆ FEBRUARY ◆

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
		1	2	3	4	5
	7	8	9	10	11	12
	14	15	16	17	18	19
	21	22	23	24	25	26
	28					

### ◆ MARCH ◆

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
		1	2	3	4	5
	7	8	9	10	11	12
	14	15	16	17	18	19
	21	22	23	24	25	26
	28	29	30	31		

**City Year "Serve-a-thon"—Saturday, Oct. 24** This annual event joins the efforts of volunteers from across the city in a number of projects to beautify Boston. The proceeds earned from this event benefit City Year, a non-profit organization that provides full-time community service activities throughout Boston.

**Employee Giving Campaign (kickoff fair)—Thursday, Nov. 12** The Hospital's annual Employee Giving Campaign kicks off with an autumn fair in the SkyLight Dining Pavilion, Function Room A/B, from 7 a.m. to 5 p.m. Don't miss the fun, food and prizes! Employees donated \$36,769 during last year's drive.

**Boston Can Share—through Friday, Nov. 13** Donate canned goods to this city-wide food drive and you'll be helping to feed people at 350 emergency food programs in Eastern Massachusetts. Collection boxes are located in the Hospital, the Doctors Office Building, the medical and dental school lobbies, the Talbot Building, 801 and 609 Albany streets, and Harrison Court. A total of 1,500 cans were donated by Medical Center employees during 1991.

**Amaryllis sale—Nov. 19-25** For \$10, you can purchase an amaryllis bulb imported from Holland and help in the fight against Huntington's disease. The bulbs will be on sale from 11 a.m. to 2 p.m., on the H-2 bridge. The sale also will run throughout December!

**Penny Drive—Tuesday, Dec. 8** Bring your pennies in from home and help support the funding of an elevator at a local boarding house for homeless elders (see story, page 1). The drive will be held from 11 a.m. to 2 p.m., on the H-2 bridge.

**Daffodil Day—Tuesday, March 23** Surprise someone with a bunch of daffodils during this fund-raising event for cancer, sponsored by the American Cancer Society. The daffodils will be on sale on the H-2 bridge.

### ◆ APRIL ◆

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
					1	2
	4	5	6	7	8	9
	11	12	13	14	15	16
	18	19	20	21	22	23
	25	26	27	28	29	30

### ◆ MAY ◆

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
						1
	2	3	4	5	6	7
	9	10	11	12	13	14
	16	17	18	19	20	21
	23/30	24/31	25	26	27	28

### ◆ JUNE ◆

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
			1	2	3	4
	6	7	8	9	10	11
	13	14	15	16	17	18
	20	21	22	23	24	25
	27	28	29	30		

### ◆ JULY ◆

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
					1	2
	4	5	6	7	8	9
	11	12	13	14	15	16
	18	19	20	21	22	23
	25	26	27	28	29	30

### ◆ AUGUST ◆

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
		1	2	3	4	5
	8	9	10	11	12	13
	15	16	17	18	19	20
	22	23	24	25	26	27
	29	30	31			

### ◆ SEPTEMBER ◆

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
				1	2	3
	5	6	7	8	9	10
	12	13	14	15	16	17
	19	20	21	22	23	24
	26	27	28	29	30	

### Hoopathon for Huntington's Disease—

**Thursday, April 29** Gear up to shoot for loot during the 15th Annual Hoopathon for Huntington's Disease. The proceeds from this 24-hour, basketball free-throw fund raiser benefit the Massachusetts chapter of the Huntington's Disease Society of America, which is based at the Hospital. Last year's hoop shoot resulted in \$35,000 in pledges and donations.

### Walk for Hunger—

**Sunday, May 2** Employees and their families are invited to take part in Project Bread's annual Walk for Hunger, the largest one-day fund raiser against hunger in America. Walking, volunteering or sponsoring a walker are some of the ways you can get involved. Some 300 members of the Medical Center community and their friends participated in last year's walk, helping to raise \$17,000.

### Walkathon for Parkinson's Disease—

**Saturday, May 15** Sponsored by the local chapter of the American Parkinson's Disease Association, which is based at the Hospital, this five-mile trek to benefit Parkinson's research takes place at the Cleveland Circle Reservoir in Brookline at 9 a.m.

### From All Walks of Life—

**Sunday, June 6** Employees are encouraged to support this 6.2-mile walk through Boston, which helps raise funds for a number of AIDS service organizations throughout Eastern Massachusetts. A total of \$7,700 was raised by 150 members of the Medical Center during the 1991 "From All Walks of Life."

Have we missed anything? If there's a giving event that is not listed, please contact the development office at x8990 (638-8990) or the Department of Community Services at x8914 (638-8914).

## Boarding house part of vision to end homelessness among city's elderly

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been discharged from a local rehabilitation facility to a nursing home. "She didn't have a home so this will be her home," says Bissonnette.

By the time the house is dedicated on Nov. 16, each of the tenants of 4 Bishop Street will have been settled into her new surroundings. Each will have her own room "with a view," says Bissonnette, and will share a living room, five bathrooms and a kitchen/dining area. There will be a deck with built-in seating directly off the kitchen and an elevated garden out back amid the pear and peach trees for the enjoyment of the elderly tenants. One meal per day will be prepared by Meals on Wheels; the rest will be prepared by the tenants themselves or by volunteers. Medical care will be provided by physicians and medical students from the Home Medical Service. A live-in manager, a longtime friend of Bissonnette's who has raised 11 children, will supervise the day-to-day operations of the house.

"Our goal is to make this house into a home," says Bissonnette, whose grandmother ran a boarding house for transient farm laborers in Kankakee, Ill., during the 1930s and 1940s.

### 'A happy ending'

The funds to purchase and renovate the three-story Victorian have poured in through contributions from both the public and private sectors. Because the rent is funded in part through the city's subsidized housing program (Section 8),

each of the tenants is required to pay only 30 percent of her annual income for rent. The next endeavor regarding the project, says Bissonnette, will be raising \$25,000 for an elevator through a series of citywide penny drives. The drives will be kicked off at the Hospital on Tuesday, Dec. 8, from 11 a.m. to 2 p.m., on the H-2 bridge. "We didn't have a nickel when we started out," she says. "We've done just about everything but sell our souls. I've never been such a beggar."

Virtually every fixture in the converted Victorian—from the light fixtures to the wallpaper to the carpeting—has been donated. Aside from the work done by the developers, much of the physical labor has been volunteered by students from Boston University, and members of City Year, Habitat for Humanity, three local churches, a synagogue and Boston's public facilities department.

"This is a great project because it has such a happy ending," says City Year team leader Bill Bernard, whose group has been scraping, painting and cleaning the rambling Victorian since August. Before being assigned to Bishop Street, the team had been charged with the sobering task of cleaning up area shelters, says Bernard. Through their work here, the group has fostered the hope that someday, through similar initiatives as Bissonnette's, there might not be a need for homeless shelters.

Many of the well-appointed rooms have been "adopted" by



**'MISSION POSSIBLE'**  
Anna Bissonnette, shown in a third-floor bedroom that has been furnished through donations, has embarked on a five-year mission to house Boston's homeless elders.

individuals and businesses contributing \$1,000 or more for furnishings and renovations. Carol Hartman, a professor of nursing at Boston College, has assumed the responsibility of decorating a third-floor room, which has a spectacular view of the neighborhood. Though she has yet to meet the woman who will make this room her own, Hartman has taken great care in selecting each of the furnishings.

### Taking action

The Committee to End Elder Homelessness, whose board members include a number of leaders in health and social services in the Boston area, was formed two years ago following a Boston University conference on elder homelessness, sponsored in conjunction with the Hospital's Elders Living at Home Program. The next conference on Tuesday,

Nov. 17, will center largely on the committee's initiative in Jamaica Plain. "It's not enough just to talk about something, you've got to take action," says Bissonnette. "Obviously, the answer to homelessness is housing."

Bissonnette hopes that in 10 years, elders will be able to afford to live in the home at 4 Bishop Street without the need for government assistance. "Not being able to do that is a flaw in our housing system," she contends.

In the meantime, Bissonnette will carry on with her mission to house the city's homeless elders. For now, at least, she is gratified by the progress being made in the midst of a quiet Jamaica Plain neighborhood. "This project just goes to show that when people have a vision and they work hard, things can happen." ■

## Taking minor precautions can play a major role in deterring crime

The recent end of daylight savings time is a good opportunity for a reminder of some basic security pointers. Hospital security manager Kevin Tuohey and Medical Campus security director Richard Natoli urge employees to follow some minor precautions that could play a major role in their safety:

### In the office:

- Be aware of unidentified strangers in your work area and immediately report their presence if they behave suspiciously.
- Keep an eye on possessions. Thefts of pocketbooks and leather coats are not uncommon throughout the Medical Center. Keep offices locked when they are not in use, and inscribe valuable equipment with an engraving tool supplied by the Medical Campus security department.
- Lock your door when you leave your office, or when working alone in the evening.

### When walking on the Medical Campus, or leaving the grounds in the dark:

- Walk with someone whenever possible.
- Use the Medical Center's escort services, which can be requested by calling x6667 (638-6667) (the Hospital) or x4568 (638-4568) (the Medical Campus). Avoid isolated areas and stay near streetlights.
- Park in well-lit areas; parking lots often are safer than streets.
- Avoid shortcuts, such as alleyways or parks.
- Be aware of people around you; hold purses securely.
- Don't carry heavy bags, in order to avoid the possibility of being immobilized.
- Carry wallets in front pockets and don't flaunt expensive jewelry.

- During the evening, employees should take the escort shuttle bus to Lots A and C and the Broadway Station of the MBTA. This service, provided by the Medical Center, is available at the security desk just outside the Hospital's Emergency Department, from 7 p.m. to 6 a.m., on weekdays and at all hours during the weekends and holidays.
- In addition, on a trial basis, a weekday evening shuttle service is being run from the Atrium Pavilion to the Green and Orange "T" lines, from 7:15 to 11:45 p.m., every half hour, at quarter of and quarter past the hour.

### When driving home:

- Have your car keys ready; keys

also can serve as a weapon against a potential attacker.

- Check to see if anyone is in your car before you get into it.
- Lock car doors when driving.
- Don't stop your car to pick up strangers or to give directions.
- If your car breaks down, open the hood and attach a white cloth to the car antenna. If someone stops to help you, stay in your locked car and ask them to call the police or a garage.

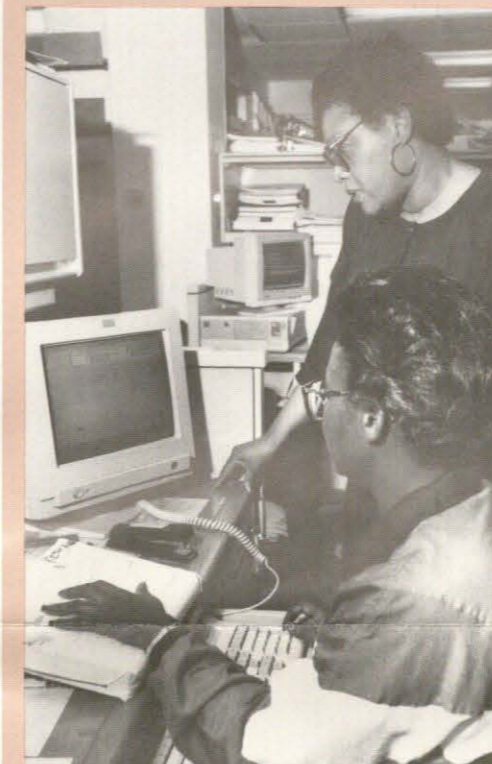
Employees are asked to stay alert and report any criminal or suspicious activity to the Hospital's security department at its emergency number x6666 (638-6666). For standard com-

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## An Inside Look

This month, *Connections* takes An Inside Look at the Department of Patient Financial Services, which is responsible for patient billing and collection.

"Our primary responsibility is to get the bills out the door and to collect the dollars that are owed to us," says director Patricia Guarente. Each business week, the department issues bills totaling approximately \$3 million and receives some \$2.5 million in payments, mainly in the form of reimbursement from insurance companies.



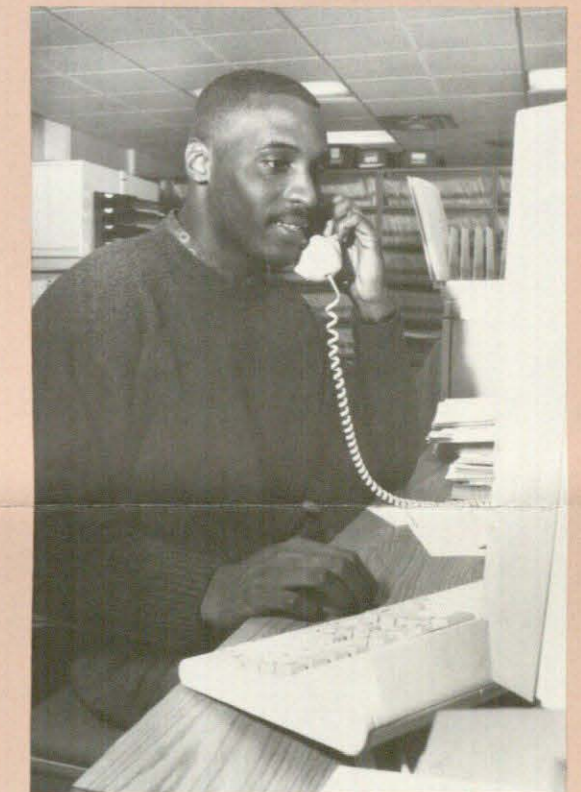
-1-

Before a bill can be processed, staff in a number of ancillary departments must enter the appropriate service charges into the CHIP (Computerized Hospital Information Processor) system. Getting a bill out the door, therefore, generally takes between 10 to 12 days. **Photo 1:** Inpatient billers Doria Perry (standing) and Mary Burrell prepare a bill for submission to Medicare.

Payment for most claims is received within 30 to 60 days, helping the Hospital keep its cash flow on an even keel. In the near future, with the use of the CHIP system, the Hospital will be able to accept payments and credit patient accounts at a quicker rate through electronic reimbursement.

**Photo 2:** In addition to keeping abreast of payments, inpatient collections assistant Peter Harding spends a good part of his day on the telephone, helping patients resolve billing problems. Using the CHIP system, he is able to review patient accounts on-line.

One of the department's primary goals for fiscal year 1993 is to reduce the Hospital's "accounts receivables," the amount of money it is owed in outstanding bills. **Photo 3:** With the start of each new fiscal period, Debra Johnson, the senior biller for outpatient accounts, updates a wall chart in her area that tracks the current status of accounts receivables.



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Although the majority of claims are submitted directly to patients' insurance companies for payment, about 10 percent of the bills are paid by the patients themselves. Payments may be made through the mail or in person at the Cashier's Office on the second floor of the Atrium Pavilion, near the BayBank cash machine, Monday through Friday, from 8 a.m. to 4:30 p.m. **Photo 4:** Cashier Ingrid Clarke receives a payment from a patient that is then credited to the Hospital's accounts receivables.



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### Taking precautions

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munication with the office, call x6880 (638-6880). The Hospital's security department is located in the Robinson Building, a half flight down from the medical records department (B 1 1/2). To report criminal or suspicious activity in

areas of the Medical Center other than the Hospital, contact the Medical Campus security department at its emergency number x5000 (638-5000).



Employees who park in the Medical Center lots may want to follow some basic precautions that could help ensure the safety of their vehicles:

- **Check** to see that you have locked your doors and rolled up your windows before leaving your car for your work shift.
- **Purchase** an auto-theft device, such as an alarm system or a

steering wheel lock.

- **Don't** leave anything of value visible in the car; store such items in the trunk.
- **Report** any criminal or suspicious activity in the lots to the parking lot attendants or use the emergency call boxes that are located in Lot C. The boxes are well-marked and ring directly to the Medical Campus security department. ■

## New (and improved) bicycle racks on the way

**S**ix new bicycle racks are expected to be installed soon at locations throughout the Medical Center. All of the racks will serve as replacements to those that are currently in place.

The new racks are more aesthetically pleasing and provide greater security than the older models. They were selected and purchased on the recommendation of the Medical Center's Bicycle Advisory Committee, a group of bicycling commuters.

Three of the replacement racks, which will hold a total of 51 bicycles, will be installed in the area underneath the SkyLight Dining Pavilion. Two others, holding 34 bicycles, will be installed next to the handicap ramp at the entrance to the Instructional Building of the School of Medicine. The sixth replacement rack, with a capacity to secure 17 bicycles, will be installed along the outside wall of the Goldman School of Graduate Dentistry, on the side that borders the Atrium Pavilion Plaza.

The new racks are in addition to those located outside of the Hospital's Emergency Department, in a corner of Parking Lot A, and on East Concord Street, next to the Talbot Green.

Bill Gasper, associate vice president of the Medical Campus Office of Business Affairs, extends his thanks to the many bicyclists who provided input into this process.

Although the Medical Center provides bicycle racks, it cannot be responsible for guaranteeing their security.

### The following tips on loss prevention are provided to BUMC cyclists:

- 🚲 park bikes at authorized racks;
- 🚲 use a sturdy U-type locking device, and
- 🚲 purchase bicycle insurance (this type of insurance generally is inexpensive and offered by many companies that sell bicycle locking devices). ■

## Activity in lots paves way for new construction

**T**he Lot A-West parking area was relocated to the 600 Albany Street parking lot (the new Lot A) last month, to provide space for the Boston City Hospital parking area. This move took place in order to accommodate the construction of a parking/retail/child-care facility that will be the second building in BioSquare, a medical complex being built along Albany Street by the Hospital and Boston University.

The new parking configuration is the last significant alteration planned for the Albany Street lots until the opening of the new facility sometime next winter, according to John Sullivan, director of parking and transportation services. Construction of the parking facility is expected to begin later this fall and will take approximately 14 months to complete. Some work already has begun at the site, primarily involving the placement of utility lines.

Meanwhile, state Department of Public Works crews continue to work in Lot C, attempting to restore and refinish support columns for the Southeast Ex-

pressway, located at the Massachusetts Avenue connector. Because of this ongoing work, there is no available parking in the lot for new full-time employees who work the day shift. However, spaces are expected to become available for such employees at the beginning of the new year, after the work on the columns is completed. A waiting list has been established for these employees. A limited number of Lot C spaces currently are available to part-time employees, students and full-time employees who work non-day shifts.

Applications continue to be accepted for Lot A; the cost to park there is \$73.50 per month and must be prepaid or paid via payroll deduction. Lot C parkers who wish to transfer to Lot A may do so at any time. ■

### Evening shuttle update

To better meet the needs of employees, the BUMC evening shuttle has fine-tuned its schedule, and is now departing every half hour, at quarter of and quarter past the hour, beginning at 7:15 p.m. The last departure of the evening is 11:45 p.m. Employees may pick up the shuttle at the bus shelter in front of the Hospital's Atrium Pavilion. ■

## Pension checks owed to former employees

**T**he following is a list of former employees who are owed money from the Hospital's retirement plan. Those who may know the whereabouts of these people are asked to contact Betty Green, benefits manager, at x8578 (638-8578).

- Susan Ann Brown*, orthopedics
- Dennis Duquette*, radiology
- Lynn Freethy*, nursing
- Edward J. Jacques*, nursing
- Francis C. Lee*, radiology
- Catherine Louis*, general accounting
- Arnold Mills*, nutrition services
- Sarah Morant*, nutrition services
- Janice Murphy*, nursing
- John O'Brien*, nuclear medicine
- Richard P. Powers*, nursing
- Antoinette Quashie (Ebener)*, gastroenterology
- James E. Rose*, nursing
- Katie Stokes*, quality assurance
- Deborah Turling*, surgery

**Connections**, the monthly newspaper of Boston University Medical Center/The University Hospital, is published by the BUMC Office of Publication Services, Owen J. McNamara, director. Writer/editor, Cynthia Lepore; photographer, Lucy Milne. Additional photos for this issue by Rose Marston, pgs. 1 and 6.

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The deadline for **Connections** is at noon on the first Friday of each month. Story and photo suggestions should be addressed to Cynthia Lepore, in care of the Office of Publication Services, Robinson 7, or call x8491 (638-8491). The Office of Publication Services is part of the Department of Marketing/Public Affairs, Boston University Medical Center, Donald R. Giller, director. Copyright © Boston University Medical Center/The University Hospital, Inc. 1992 all rights reserved. Volume 5, Number 11.



**SOMETHING'S ALWAYS COOKIN'** in the Department of Food and Nutrition Services, where 23 employees recently were honored for significant achievement during National Health Care Food Service Week, from Oct. 5 to 9. The awards were presented by department director Cheryl Franchi, pictured above, far left, to Cynthia Morris Joseph, Brenda Sheets, Virginia Dumas and Ramon Castro at a special reception in the SkyLight Dining Pavilion. Shown at left: Prior to the week's festivities, the department celebrated the opening of its satellite food station on the H-2 bridge.