





Dear Friends,

First and foremost, thank you for your support over these last few months. To say 2020 will be a year we'll never forget would be quite the understatement.

As many of you know, Boston was impacted early on by the virus, and Boston Medical Center was one of the first hospitals to receive COVID-19 patients. We knew our patients, many of whom are essential workers, have chronic illness or live in multigenerational housing, would be among those most greatly impacted so we sprang into action immediately.

Before we had the chance to ask for help, you were there asking us what you could do to support our staff and patients. When we wanted to transform a vacant building on campus into a respite center for COVID-positive homeless patients, you asked, "Where should we send the beds, clothes and toiletries?" When there was a national shortage of personal protective equipment, you asked, "What supplies are running low?" When we took our clinical care on the road to provide curbside vaccinations, well-visits and deliveries of food and other necessities, you asked, "How can we help you get the job done?"

We heard from donors who hadn't given in quite some time, first-time donors and our longtime partners. Whether you gave \$1 or \$1 million, delivered food to our staff or shared information about our research endeavors to learn more about COVID with your network, your support of the incredible work being done at our hospital not only strengthened our ability to respond to this crisis, but bolstered our spirits during very challenging times. I am deeply grateful to all of you.

Unfortunately, this pandemic is far from over. As we head into the winter months, we find ourselves up against another critical period—a second surge of COVID-19 cases. With your help, we have built a critical infrastructure that allows us to stand ready to care for both COVID and non-COVID patients.

But we cannot stop here. We will remain focused on the persistent and broader issues impacting our patients and their families. This includes continuing our work to actively address the inequities that COVID-19 shined such a bright light on—whether it be through our clinical and scientific contributions or our advocacy for policies that prioritize reducing racial disparities. We are committed to advancing health equity in the communities we serve.

We have learned many lessons over the past several months and one of them is that we are not alone in carrying out our mission of *exceptional care*, *without exception*. Thank you for your kindness, your generosity and your belief in the work we do at Boston Medical Center.

Sincerely,

Kate Walsh

President and CEO

















THE COVID-19 PANDEMIC AND BMC'S AGILE RESPONSE: KEEPING THE PATIENT AT THE FOREFRONT

As the COVID-19 pandemic erupted in Boston, Boston Medical Center's unique role in caring for the city's most at-risk had never been more crucial. BMC was one of the first hospitals in the area to receive COVID-positive patients, many of whom were critically ill. At the height of the surge, approximately 70 percent of inpatients were being treated for COVID-19, a third of whom needed intensive care—more than any other hospital in the area.

Despite the unprecedented challenges of the pandemic, BMC was, in every sense of the phrase, "all in" when standing up to this virus. Through profound teamwork, staff rolled up their sleeves and applied creative, thoughtful solutions to quickly transform BMC into a dedicated COVID hospital. BMC's response did not stop there however; the hospital was steadfast in assuring patients outside hospital walls continued to thrive in the wake of a public health crisis that upended the lives of so many. BMC's signature excellence, ingenuity and commitment were the bedrock of guiding its patients through this uncertain time.



RESPONSE HIGHLIGHTS

COVID SURGE TEAMS: MOBILIZING MULTIDISCIPLINARY TEAMS TO MEET A GROWING NUMBER OF CRITICALLY ILL PATIENTS

As more COVID patients were arriving at Boston Medical Center in need of care, the hospital devised a plan to meet the demand and expand capacity by transforming areas of the hospital into COVID-specific Intensive Care Units (ICU). At the start of the pandemic, the hospital had 63 ICU beds. By late April, there were 86 with room to grow if more were needed.

With the addition of these units came the need for personnel. Without hesitation, physicians from all disciplines jumped at the chance to be part of COVID Surge Teams. The dedicated COVID care teams were formed in parallel with the new units—as soon as a new unit was needed, a team was formed and at the ready.

COVID RESPITE UNIT: CREATING SHELTER FOR THE HOMELESS

COVID amplified the fragility of vulnerable populations, including the city's homeless population. With many congregating in close proximity to one another, COVID was a legitimate threat to the homeless community. A solution was desperately needed to stem the growing number of cases, especially as BMC, other hospitals and local shelters were already reaching their tipping point in terms of capacity. Never one to turn its back on a problem, BMC got creative. Within a week's time, a vacant building on the hospital's campus was transformed into a COVID Respite Unit, opened to people who did not have a place to safely quarantine.

Every facet of BMC joined in the effort, including philanthropy, which received a flood of donations: Wayfair and Jofran donated

250 nightstands, chairs, coffee tables, recliners and dining sets. Ocean State Job Lot donated tens of thousands of clothing items. BJ's donated TVs and accessories. The Gap donated 10,000 pairs of underwear. Microsoft donated 50 tablets. Sony gave TVs and video games. Many others chipped in with essential items, labor and financial donations.

Although it was stood up in record time (seven days, to be exact), the shelter reflects a thoughtful approach to caring for patients. In addition to implementing thorough infectious disease control standards, staff and volunteers received an orientation training focused on understanding the homeless community, with topics ranging from behavioral health to reducing stigma and administering naloxone for overdose emergencies.



Thanks to commitments from our dedicated friends and supporters,
Boston Medical Center received more than \$14.5 million in support of its
COVID-19 relief efforts. Support from individuals, families, corporations and
foundations provides critical support to BMC's staff, patients and community
during the course of the pandemic. We would like to extend our deepest
thanks to each and every one of you for joining us in our mission.

This list reflects cumulative contributions of \$500 and more between March 17, 2020, and November 13, 2020. We deeply regret any errors or omissions.

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RESPONSE HIGHLIGHTS



PALLIATIVE CARE EXTENDER TEAM: PROVIDING ADDITIONAL SUPPORT TO EMERGENCY DEPARTMENT STAFF

The pandemic elicited a need for palliative care in a less-thantraditional area of the hospital: the Emergency Department (ED). With many critically-ill COVID patients arriving to the ED, staff needed more support on end-of-life discussions and planning. Within the span of two weeks, the Palliative Care Extender Team was formed, consisting of more than 70 physicians and advanced practice providers from General Internal Medicine, Family Medicine and Pediatrics as well as psychosocial professionals from all disciplines, including child psychiatry, licensed social work, chaplaincy and patient advocacy—all of whom were off-shift volunteers. The Palliative Care Extender Team worked in physician-psychosocial provider dyads offering comprehensive, tailored end-of-life care in a dignified manner to each patient in need.



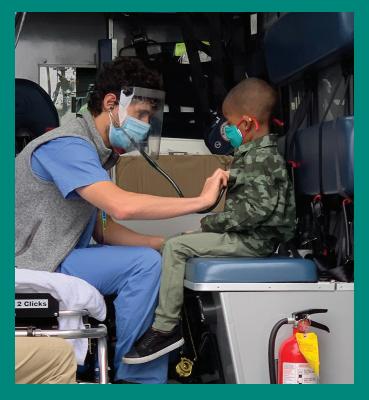
TELEHEALTH: STAYING CONNECTED

As Boston Medical Center shifted its operations to caring solely for COVID patients, non-essential clinics and services needed to close in order to minimize the number of people coming to the hospital and potentially being exposed to the virus. Immediately, the hospital shifted to a telehealth format where providers could still "see" their patients by using phone and video calls as well as text message. The model has proved to be especially vital for establishing and maintaining access to addiction services during COVID-19. Additionally, its positive reception among patients has given rise to telehealth becoming integrated into BMC's regular care model.

MOBILE PEDIATRIC UNIT: KEEPING PEDIATRIC PATIENTS ON TRACK WITH VACCINES AND WELL VISITS

The mobile pediatric unit was established to ensure patients have continued access to vaccinations and well visits during the pandemic. Although appointments for pediatric vaccinations were deemed essential during it all, there was a significant decrease in the number of patients visiting the hospital. Borne of the question, "If families aren't coming to us, why not go to them?" the Mobile Pediatric Unit was established. Every day, a physician and nurse board an ambulance, kindly donated from Brewster Ambulance Service, to visit approximately 12 patients.

The team also partnered with Project REACH—an initiative out of the Department of Pediatrics to provide extra medical and social support to BMC's pediatric patients and their families—to take advantage of these high touch interactions. Project REACH is funded by a generous grant from the Klarman Family Foundation and allows pediatricians to deliver important supplies to patients such as food, diapers and masks. In addition, the in-person meetings have given providers unique insight into other issues families face, like postpartum depression and domestic violence, allowing them to intervene with additional care, support and resources.





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FOOD PANTRY: CONFRONTING THE BURGEONING ISSUE OF FOOD INSECURITY HEAD-ON

With job losses and school closures, COVID-19 exacerbated the issue of food insecurity among BMC's patients and so many others. In true BMC spirit, the Food Pantry did not sit idly by. Instead, it adapted its operations so it could remain a beacon of support. The pantry set up home deliveries and opened its doors to staff and community members. In the span of two months, the pantry had provided packages to more than 3,500 families, the majority of whom were discharged COVID patients, patients of the Grow Clinic and patients receiving a visit from the Mobile Pediatric Unit. In addition, the pantry helped more than 500 staff members and prepared more than 1,000 boxes of food for delivery.







PRESCRIPTION MAIL PROGRAM: ENSURING ACCESS TO VITAL MEDICATIONS

COVID-19 left people feeling understandably concerned about entering public spaces. This brought into question how they could safely access their prescriptions without entering a physical pharmacy location. BMC Health System's pharmacy program launched a massive strategic outreach effort, contacting thousands of patients to enroll them in a prescription mail program. In the end, approximately 2,000 people were subscribed to the program.

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GIFT HIGHLIGHTS

A COLLECTIVE EFFORT IN THE FIGHT AGAINST COVID-19

Early in the pandemic, Advent International created the Advent Global Relief Fund to meet the growing needs of those affected by COVID-19. The endeavor—which specifically focuses on supporting health care organizations, hospitals and vulnerable communities in areas where the firm operates—was globally funded by Advent, its partners and contributions from more than 60 percent of their dedicated employees. Since its launch in March, the company has deployed more than 90 percent of the funds to more than 100 charities in 14 countries. In Massachusetts alone, Advent and its employees have donated \$7.6 million to back institutions, including Boston Medical Center, that have been paramount in responding to COVID in the state.

Advent's gift to BMC's COVID-19
Relief Fund was spearheaded by the company's local partners and spirited staff members. Tricia Glynn, managing director of Advent International, is a longtime friend of BMC being both a member of the hospital's Board of Trustees and the Exceptional Care Without Exception Trust. When asked why Advent made it a priority to support COVID-19 relief efforts throughout the city, she says:

"During these unprecedented times, we realize how important it is to support the communities in which we live and work. Boston has been the home of Advent since our founding and now, more than ever, we feel it is our responsibility as a firm to help the organizations having a direct impact on the fight against COVID-19 in our own backyard."



NOURISHING HEALTH CARE HEROES THROUGH THOUSANDS OF MEALS

It was at the height of the COVID-19 surge when Jack Maypole, MD, director of the Comprehensive Care Program in Boston Medical Center's Department of Pediatrics, penned *Good night, Hospital*. He had just completed a double shift—one that started with his "day job" and ended with volunteering in the Emergency Department as part of the Palliative Care Extender Team—and was reflecting on BMC's "all hands on deck" response to the pandemic. In the poem, he paid homage to the seemingly endless stream of meal and beverage donations, writing, "In the medical center academic, there was a surging pandemic...And a donated coffee and a wrap/And plenty of free snacks."

Maypole was just one of many BMC employees immensely grateful for the contributions, which were delivered to the hospital at all hours on a daily basis. With many staff volunteering to work additional and longer shifts, the food was an especially welcomed relief from having to worry about carving out time to track down something to eat.

The nourishment was made possible by donors who were eager to sustain staff through their long and challenging shifts. From impromptu cookie and smoothie drop-offs to meals and snacks delivered by the hundreds, gestures both big and small represented individuals, companies and organizations who wanted to express their deep gratitude and care for BMC's frontline workers. And they certainly succeeded—over the course of four months, there were an estimated 46,570 food deliveries to BMC, equaling more than \$460,000.

Accounting for a majority of that number was Boston-based organization Off Their Plate (OTP). OTP was set up in the wake of COVID-19, in an effort to channel philanthropic support to hospitals by way of meals for health care workers. More so, OTP helped sustain local restaurants amidst reduced customer traffic due to quarantine orders. Thanks in part to generous support from longtime BMC donors like Anita and Josh Bekenstein and Vertex, an astounding 32,750 meals were distributed by OTP to Boston Medical Center staff, making up approximately 70 percent of all donated food.

KIDS PROTECTING STAFF THROUGH THE POWER OF 3D PRINTING

Throughout the pandemic, kindness has arrived in every way, shape and form. From daffodil deliveries to BMC-branded cookies, hospital staff have felt the love of our donors. The pandemic has also shown you can make a difference at any age. Arguably, the youngest supporters of Boston Medical Center over the course of the last several months were a group from the Greater Boston area named Kids Print to Protect (KPP). Powered entirely by children, age three to 11 years old, KPP united out of a mutual love for 3D printing and an abundance of unexpected free time due to quarantine. They also share a collective goal of helping those in need.

So, when COVID-cases were increasing and hospitals were

in dire need of resources, the team quickly sprang into action by printing 3D personal protective equipment to support providers on the front line. To date, the group has printed more than 1,000 National Institutes of Health recommended reusable face shields and distributed them to local Boston hospitals.

Boston Medical Center was fortunate enough to be a recipient of KPP's incredible generosity. In May, the group reached out to BMC's Supply Chain team with a donation of 200 3D-printed face shields, but with one catch—they would be delivered only after the group finished school for the day and at a time when they could take a photo with the Supply Chain team. Supply Chain happily obliged without question.



APPAREL LINE MINISTRY OF SUPPLY BECOMES ESSENTIAL IN COVID RESPONSE

The outpouring of support for Boston Medical Center from donors both old and new in response to the COVID-19 pandemic was unparalleled. At BMC's greatest time of need, thousands stepped up to show their commitment and become a guidepost for the hospital to depend on. One new partnership in particular stood out among many—an MIT-founded fashion brand created by Aman Advani called Ministry of Supply. Like others around the world, Advani and his team quickly changed their production lines to make masks.

As COVID cases began to surge and the need for personal protective equipment was at an all-time high, Advani reached out to BMC to see how the company could help. "BMC was the

obvious choice—the need was clear and it was in our backyard. We literally drove donations from ports of entry to BMC as it was the fastest path of impact. We have an obligation, not a choice, to support our community. In this particular instance, the support is grounded in our respect for science—the pandemic is real, dangerous and those on the front lines need every ounce of help we can give them," Advani explains.

Ministry of Supply's first donation to BMC came in the form of 15,000 masks that were immediately distributed throughout the hospital. Not long after, the brand was back again, making a monetary donation of \$12,000 for the purchase of additional personal protective equipment for BMC's frontline staff.

GIFT HIGHLIGHTS

HOW A LONG-LASTING FRIENDSHIP SPEARHEADED AN IMPACTFUL EMPLOYEE GIVING CAMPAIGN

Amundi Pioneer—a Boston-based asset management company—shares a longstanding history with Boston Medical Center. Its former CEO, Jack Cogan, was chairman of Boston University Medical Center Hospital before it merged with Boston City Hospital to become BMC where he was also trustee emeritus. Sadly, Jack passed away earlier this year in January at 93 years old, but his altruism remained engrained in the culture of the company he cared for dearly.

That's why in March, when COVID-19 cases started to rapidly rise in the Boston area, Amundi didn't think twice when choosing what non-profit they wanted to support. "In the early days of COVID-19 hitting our community, all of us at Amundi Pioneer wanted to do our part to support those most in need of care and to help first line responders. Given our long history with BMC, we wanted to lend our support," says Lisa Jones, CEO of Amundi Pioneer Asset Management.

Amundi colleagues banded together to form an internal employee giving campaign including a significant matching gift effort. In a matter of only a couple weeks, more than 120 employees raised approximately \$52,000 for BMC's COVID-19 Relief Fund. In addition, Amundi coordinated the shipment of 10,000 masks from Hong Kong. Both actions provided critical backing for BMC's evolving response to the pandemic.

"BMC is on the front lines of serving those most in need in Boston and does extraordinary work in our community. Corporate partners such as Amundi play an important role in allowing BMC to serve all members of our community, particularly in a crisis such as COVID-19," concludes Geoff Smith, director of Corporate Communications at Amundi Pioneer Asset Management.

AN ENDURING PARTNERSHIP WITH OCEAN STATE JOB LOT

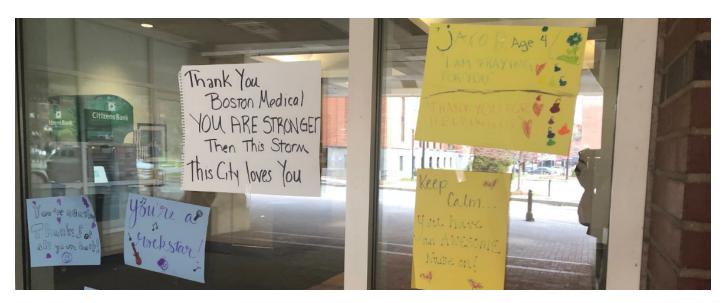
For Marc Perlman, CEO of Ocean State Job Lot, supplying critically-needed aid to Boston Medical Center during the height of the COVID-19 pandemic was never a question. In fact, it was just as second nature as the support he and his wife, Claire, have provided the hospital for the last several years. The Perlmans are no strangers to arranging donations of food and clothing—sometimes delivered by the truckload—to BMC in addition to providing generous financial assistance.

When Marc's business acumen and pragmatic nature yielded a surplus of personal protective equipment, he immediately knew how to put it to good use.

"We realized we were in this unusual situation where we had products that were greatly needed by hospitals and first responders," explains Marc. "It felt inappropriate to sell them in our stores so we chose to put everybody's health in front of our own profit. That was a fundamental decision we made when we recognized the potential of [how COVID-19 could affect our community]."

But Marc didn't stop there. He also organized the delivery of clothing and basic necessities for patients in BMC's COVID Respite Unit—a shelter for homeless patients recovering from the virus. The donation is a testament to Marc's acute awareness of the unique needs of BMC's patient population, noting patients might not have a family member to bring in clothes to replace those that have been soiled.

"Our organization recognizes that the quality of any society should be based on how it treats the least fortunate. BMC does a great job of that," Marc concludes. "We're there to match up as much as we can with BMC's list of needs so they can continue to do this important work. It's a great partnership."



Thank you to our many friends and partners who donated gifts of in-kind during this unprecendented time.

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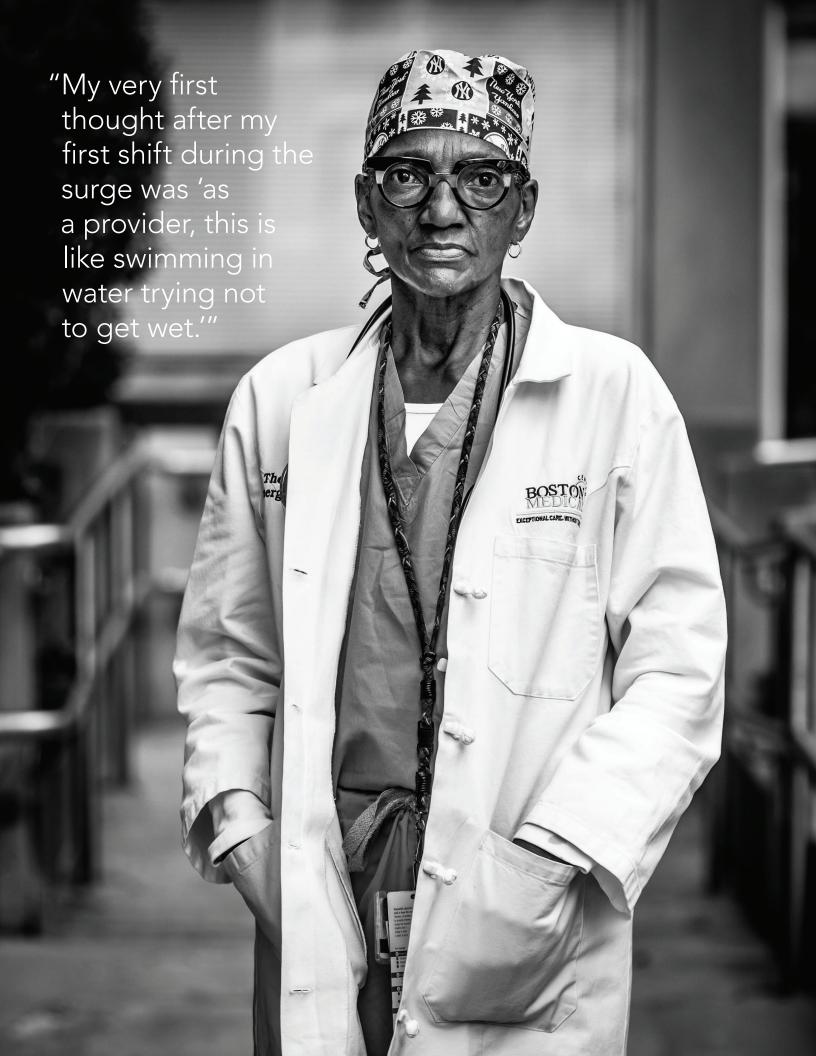
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BMC'S FRONTLINE STAFF REFLECT ON OUR COUNTRY'S DARKEST MONTHS

Photos by Jackie Ricciardi and Cydney Scott for Boston University Photography



Andrea Nicholson

Registered Nurse

I knew the staff was trained and ready to work, but I was still worried. I was comforted when the leadership team of the hospital provided us with all the supplies and resources we needed to be safe when taking care of patients. I thought of the staff that were getting sick. Sometimes I would think, "My God, I hope there's not another transmission." I thought of my family and friends—"How many people is this going to affect? Will this end? What is the new norm?"

I was devastated. I have never seen anything like this in my entire nursing practice or journey here in the United States. I was scared and had to be strong because my staff depended on me to be strong. My family and children depended on me to be strong. In spite of my own fears and hopes. I remind myself, "I am a nurse and this is what I signed up for." I'm ready. Resilient. I have the support of my BMC family, my own family and friends. I will get through this. We will get through this.

< Thea James, MD

Emergency Medicine Physician and Vice President of Mission

My very first thought after my first shift during the surge was "as a provider, this is like swimming in water trying not to get wet." Subsequently, I would reflect on the stories I heard from each patient as I did my usual engagement with them to allow them to tell me their story; they all had a story that clearly revealed a risk for what led them to become a patient with symptoms of COVID-19. Some actually had tested positive two days earlier, but were now sicker, so you knew what you were walking into before entering the room. But it didn't change anything, because they are the same patients with the same life risks we have been committed to partnering with pre-pandemic, for decades. Finally, I reflected on the COVID-19 data—what I expected the data to show before it was published, and being so anxious to see it.

Smith Lamothe

Patient Navigator

I felt this situation was unprecedented and that there was a degree of concern in my mind, yet I did not feel fear, but I was hopeful that this too would pass. Some of the things that went through my mind were:

- Happy to be alive.
- Hope that I am COVID-negative.
- Hope that I and my colleagues have the proper personal protective equipment.
- Happy that I am in a position where I can use my ability and skills to help the patients, the hospital, and the community.



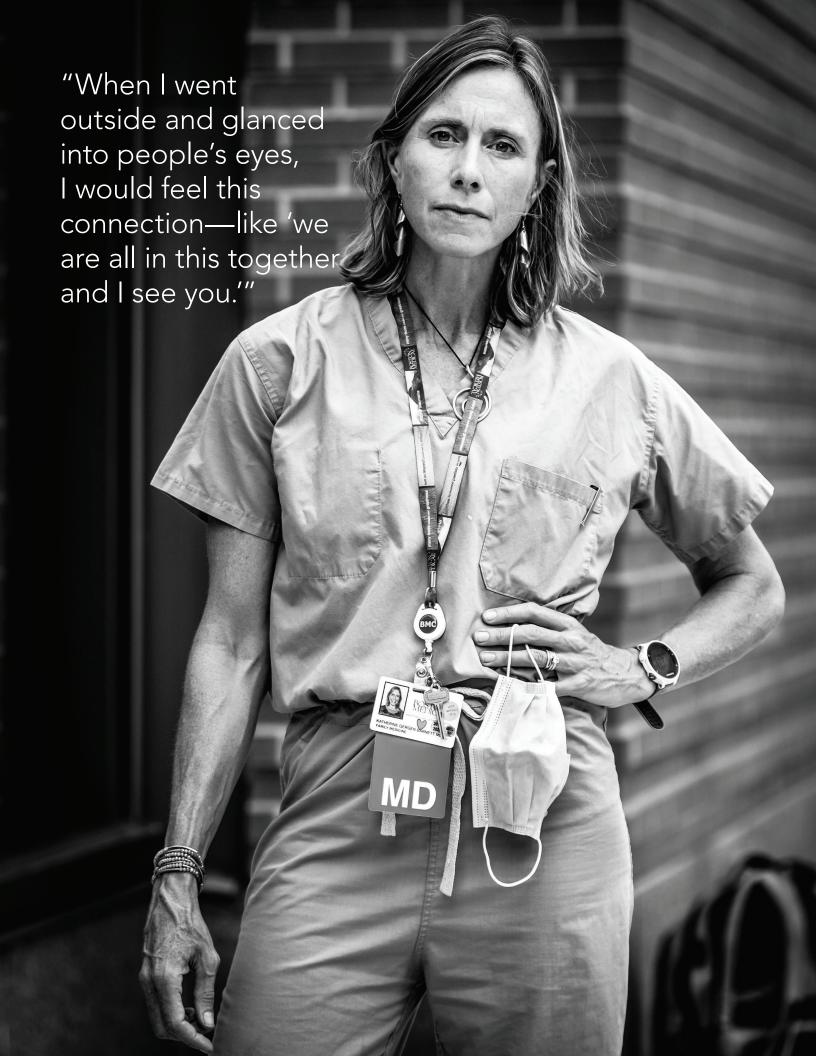
"...there was a degree of concern in my mind, yet I did not feel fear, but I was hopeful that this too would pass."

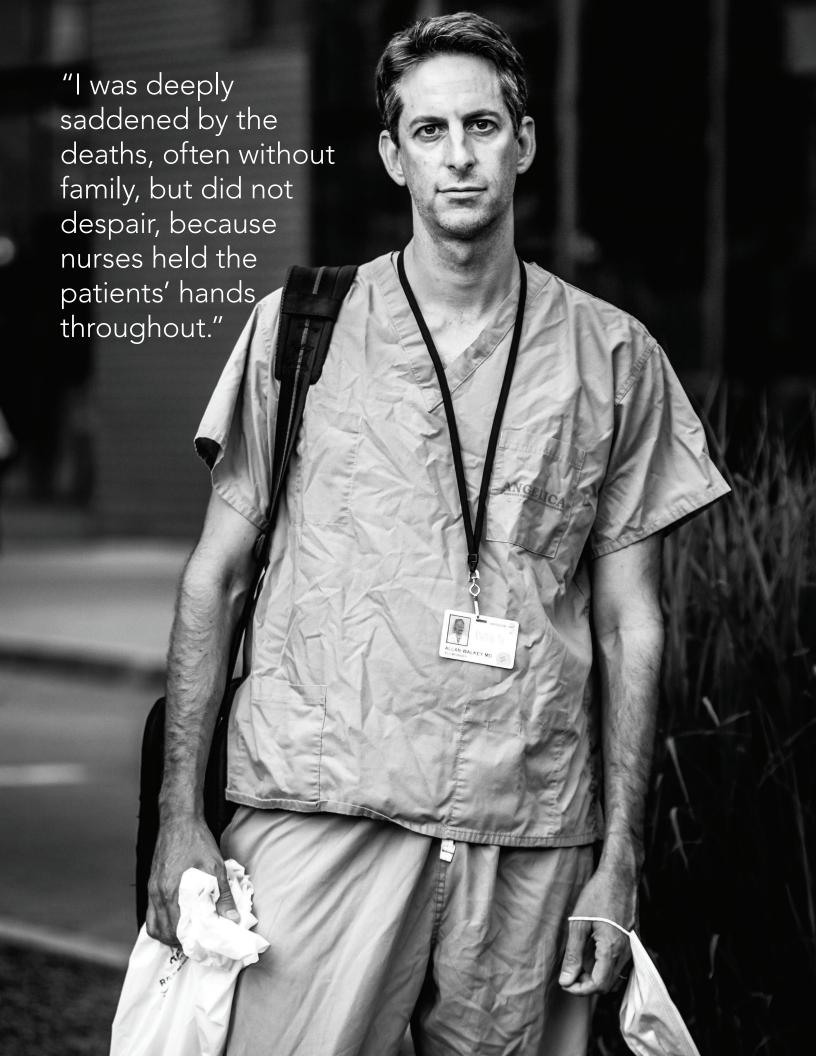
Katherine Gergen-Barnett, MD >

Family Medicine Physician

During the peak of the pandemic this spring, all I could think about was the safety of those I loved—my family, my community, my patients, "my" residents, my colleagues—and also the safety of all of those I had never met. This time of crisis made me feel more connected than ever to both the people in my life as well as this great sea of humanity. When I went outside and glanced into people's eyes, I would feel this connection—like "we are all in this together and I see you." I was also continually amazed that despite our world changing so dramatically and everything being different, the sky would still be blue, the sun would still be shining, and spring was still continuing to march its way forward.

I felt both panicked and grateful after completing a shift on the front line during the pandemic. Panicked that I did not know what I was doing, that I was not donning and doffing my personal protective equipment correctly (no matter how many times I had prepared), that people around me would get sick, that I might very well get sick. All was the great unknown. But I also felt incredibly grateful. Grateful that I could serve in some way that was helpful, grateful for my colleagues at BMC, grateful for this incredible patient population who teaches me every day, grateful to my husband and children supporting me every day, and grateful every morning that I woke up and was healthy.









Keila Price

Administrative Assistant

When I would finish my shift and leave the building, I would sometimes have to take a seat, put my face in my hands, and cry, knowing I was just inside the hospital doing all I could do for whomever I could do it for. Then I had the fear of going home, wiping down my shoes, taking off my clothes at the door, not ever knowing if I carried any COVID home to my family.

Joshua Barocas, MD

Infectious Disease Physician

During the height of the epidemic, I experienced a range of emotions, from pride to sadness, from energized to lonely, from overwhelmed to tranquil. I am extremely proud to have worked on the front lines. Outside of being a loving parent and spouse, it is the proudest I have been in my entire life. And while I missed terribly seeing my family and tucking my children in at night, I found solace in the fact that I was helping my community and doing something that my children and wife were proud of too.

< Allan Walkey, MD

Critical Care Medicine Physician

So, let me tell you my thoughts from when I was working in the ICU during the peak Massachusetts surge in April. Many thoughts—sometimes conflicting—ran through my mind after a shift in the ICU during that time:

I was grateful to work with so many courageous, selfless and smart colleagues;

I was tired of witnessing the same terrible clinical course repeat over and over;

I was reassured after seeing our standard ICU therapies help get most patients through;

I was deeply saddened by the deaths, often without family, but did not despair, because nurses held the patients' hands throughout;

I was angry to see so many patients—mostly representing society's most vulnerable and underserved—so sick, while knowing that it did not have to be this way.





Vonzella Bryant, MD

Emergency Medicine Physician

There was a lot of anxiety around how contagious this virus was, and I was doing my best to protect myself from bringing it home to my family. This virus is so unknown! There were patients with seriously low oxygen levels, had abnormal blood work and chest X-rays, and yet, they didn't look terribly ill. They looked uncomfortable while talking to you, but they were not in awful respiratory distress. They didn't look cyanotic or blue. But, unfortunately, some ended up being admitted and died. So, I would leave my shifts wondering if the patient that I admitted, who I was talking to like another family member or friend, was going to die while on the floor or in the ICU.

"I would leave my shifts wondering if the patient that I admitted, ...was going to die while on the floor or in the ICU."

< Karissa Giovannini

Clinical Social Worker

Even though I physically walked out the doors of the hospital and went home, in my heart and mind it never really felt like I was "off shift." There was a feeling of helplessness I experienced as a social worker in the new age of precautions. I had to almost relearn what it meant to provide support, as body language, physical touch, and face-to-face interactions were now restricted by the dawning of face masks and face shields, and by six-foot distances. There was new weight given to the intention in my words and the expression in my eyes, and I found I was more reflective of my verbal presentation and use of silence and gestures of compassion. There was a comfort I found in knowing that feelings of grief, loss, and fear were a fight we were in together on a global scale. The news often talks about which country or state's numbers are better, who is politically tackling this virus the best, but in the aftermath of supporting a family member or friend in saying goodbye to a loved one—the competition of it all did not matter. Instead, my thoughts would focus on how our team came together to support a parent, a child, a spouse, a family member, or a friend in sharing their wishes and love for a patient, as we created a space for the patient to transition to the end of their life. And I held on to the beautiful moments of human connection.

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24 † we remember

SUPPLY CHAIN AMASSES SIGNIFICANT SUPPORT THANKS TO COMMUNITY SUPPORT

As more and more COVID-positive patients needed Boston Medical Center's care, the demand for critical supplies and equipment increased, leaving a tall order for Supply Chain Operations.

"As soon as we found out the crisis would be impacting our hospital, we started to pull items together, like shields, gowns, gloves and sanitizers," recalls Victor Ruiz, inventory control manager. "We tried to get ahead of the game by ordering as much as we could, which was a challenge amidst global supply shortages."

Then, the phone started ringing. And it didn't stop. Businesses were calling to say they were donating inventory instead of selling it. For one, Home Depot called almost every day with a new list of items on the way, including N95 masks, respirators, jumpsuits, shoe covers and hand sanitizers. Other businesses echoing the same sentiment were Lowes, Target, Big Lots and the Portsmouth Naval Shipyard.

Additionally, individuals offered any and all items of personal protective equipment (PPE) they had on hand.

"I received a call from an older person who had a donation. I met her at the loading dock. She gave me a box of N95 masks. She said she wished she could do more. It brought a tear to my eye. I couldn't thank her enough. She came in with the little bit that she had and made a big difference."

The community's rally behind BMC yielded more than 850,000 items of critically-needed supplies and PPE. Ruiz and his team worked around the clock to process the items, on top of those purchased by the hospital, so they would reach the correct areas of the hospital in a timely and efficient manner. But, it was a job they were glad to do. "Now, we have PPE to last us the entire year," concludes Ruiz.





BRINGING PATIENTS AND FAMILIES CLOSER TOGETHER, ONE PHOTOGRAPH AT A TIME

As the old adage goes, "a picture is worth a thousand words." When it comes to the COVID-19 pandemic, however, there are not enough words to capture just how invaluable a picture can be.

The severity of COVID-19 brought many restrictions to keep patients, hospital staff and the public safe and mitigate the risk of spreading the virus. One of the most challenging aspects was the fact that visitors were not allowed inside the hospital. In turn, care teams jumped in to serve as makeshift families and

support systems for patients. For example, they affixed pictures of themselves to their surgical gowns so patients could have an idea of who was under all the personal protective equipment and coordinated FaceTime calls between patients and their families.

And while frontline staff were going above and beyond to be a source of comfort and companionship while saving lives, Intensive Care Unit nurses Katlyn Campbell, RN, and Casey Hertello, RN, wanted to do even more to keep spirits up. They set out to make patients feel closer to their friends and families.

After all, it was the family-like work atmosphere helping them persevere through challenging days.

"I think I've cried more in this pandemic than I have in my 31 years of living," Campbell said to *The Boston Globe* in April. "Everyone on our unit is just so good about checking in: 'What help do you need? How are you doing?'"

The seemingly insurmountable feat—to surround patients with their loved ones—came with a simple solution: photographs.

"We talked about some kind of online journal where we could update families throughout the day," Campbell told *The Boston Globe*. "And then I went home and I was like: What if we do pictures? I'm a picture person. I love them. So I made a Facebook post out there and I said: 'Does anyone have a printer? Or photo paper? We want to print pictures for patients of their families who can't be here."

Following an impressive response, the pair had the tools in hand to make their vision a reality and worked closely with patients' families to collect the photos. Then, patients' rooms were transformed from a sterile hospital space into an all-encompassing reminder of the loved ones who were rooting for them just beyond hospital walls. Solace washed over patients' faces when looking at the pictures and families exhaled a sigh of relief, knowing their presence—even if just in a picture—was a constant during a time of great uncertainty. It was exactly what the doctor ordered.



Katlyn Campbell, RN, holds a photo she printed for display in a patient's room. After a call for donations on Facebook, Campbell received a printer and printing supplies so she and her colleagues could print pictures of patients' loved ones and hang them in their rooms.

Dan LeBlanc

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BOSTON MEDICAL CENTER STANDS UP IN-HOUSE COVID TESTING

Ingenuity and creativity are enduring characteristics of Boston Medical Center, both of which underscored an impressive response to two key COVID-19 testing challenges early on in the pandemic: Test shortages and long wait times for results. Of the former, increasing the availability of tests would allow for a more accurate depiction of the number of cases, which then helps determine allocation of resources. The latter meant that while waiting five to seven days for test results, all patients had to

be treated as though they were COVID-positive. In turn, health care workers needed to don already-scarce personal protective equipment (PPE) to mitigate the risk of exposure.

And so BMC's in-house rapid COVID-19 test was born. George Murphy, PhD, co-director of the Center for Regenerative Medicine (CReM) of Boston University and Boston Medical Center, reconfigured his lab operations to focus on the effort while working in close collaboration with the Department of Pathology

and Laboratory Medicine. The rapid test was developed in a week and submitted to the United States Food and Drug Administration (FDA) for approval on a Sunday night. By Monday morning, it was granted Emergency Use Authorization. Out the gate, more than 300 people were able to be tested every day—and that number continued to climb as the test was improved—and results were delivered in one day. The test was especially helpful given BMC's particularly at-risk patient populations like those who are homeless and congregating in close quarters.

"It's all about turnaround time,"
Chris Andry, PhD, chief and chair
of the Department of Pathology
and Laboratory Medicine at
Boston Medical Center and Boston
University School of Medicine, tells
HealthCity (bmc.org/healthcity).
"The faster you can get the test
result, the quicker our clinical
colleagues can make clinical
decisions that help our patients,
preserve PPE, preserve rooms
and contribute to a public health
initiative and understanding of
what's going on in the city."

In addition to the immeasurable benefit to the hospital, Murphy and his team upheld their commitment to being a partner to the global medical community by sharing testing protocols to inform the way forward for other institutions as they develop tests.



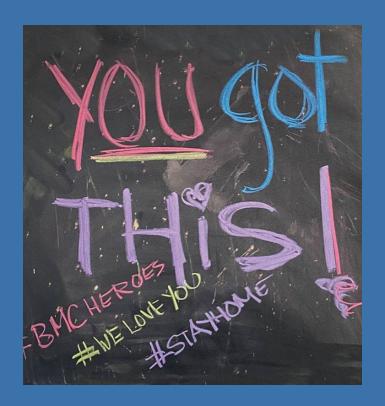


PEACE OF MIND FOR THE FRONT LINE: BMC'S HOTEL PROGRAM

As COVID-19 cases surged and Boston Medical Center quickly became referred to as the city's "COVID hospital," many of its staff members were facing the very difficult decision of whether they should go home after their shift and potentially expose their loved ones to the virus. The hospital listened to their concerns and in true BMC fashion, immediately generated a solution—a room and board initiative.

Through philanthropy, the hotel program was created to provide staff members a safe place to unwind and rest after their shifts at no additional cost. Originally launched with the Hampton Inn, a hotel located in close proximity to BMC's campus, the program eventually expanded to include four hotels in Boston as well as a partnership with Airbnb.

The hotel program was initiated because of the generosity of the city's Boston Resiliency Fund and BMC's longtime partner Vertex. This emergency funding also supported BMC's COVID-19 Respite Unit—a building on campus for COVID-positive homeless patients to safely recover. With additional support from donors Dave and Christine Ament, the hotel program served as a lifeline to 194 frontline staff members, many of whom stayed upwards of 21 nights, particularly during the height of the pandemic.





I am a charge nurse in the MICU (medical intensive care unit) and I wanted to be there in the trenches with my team as much as possible. This was difficult to do because of the fear that more time at the hospital would potentially increase the percentage of me infecting my family. Staying in the hotel allowed me the flexibility and availability to Boston Medical Center when needed, as well as the peace of mind for my family. And for that I am grateful. ADAM OUDERKIRK, RN, MICU

I am truly grateful for the generosity of the benefactors who supported us in our battle against COVID-19. You are an unsung part of our team. TIMOTHY MURPHY, RN, ICU FLOAT

The hotel program became a 'tool' in my toolbox to be able to work in this new stress-filled environment.

KIM BABULA, RN, PACU

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