

challenging boundaries
transforming lives

The campaign to extend
the promise and impact of
Brigham and Women's Hospital



BRIGHAM AND
WOMEN'S HOSPITAL

With a legacy of caring that extends back to 1832, Brigham and Women's Hospital combines the warmth and intimacy of a community hospital with the vital research and impressive expertise of a top-tier academic medical center. We deliver exceptional neonatal care to vulnerable infants, improve the lives of people threatened by disease, and relentlessly pursue cures for the world's most insidious illnesses. As a teaching hospital for Harvard Medical School, we train the brightest minds to become tomorrow's leaders. Recognized locally, nationally, and globally as one of the best hospitals, Brigham and Women's has a proud history of firsts, and a commitment to defining the future of healthcare.

Never content to rest on past achievements, Brigham and Women's Hospital has launched the largest, most important capital campaign in its history.

Challenging Boundaries / Transforming Lives will advance our efforts to:

- Set the standards for the safest, most effective patient care available
- Develop new knowledge, innovative technology, and pioneering discoveries
- Attract the best talent to train and inspire the next generation of world-class medical leaders.



Challenging Boundaries / Transforming Lives is more than the name of Brigham and Women's Hospital's \$500 million capital campaign.

This ambitious phrase embodies both the essence of our institution and our profound commitment to patient care, research, and medical education. Our history of challenging boundaries and transforming lives, which has established Brigham and Women's Hospital as a national healthcare leader, also provides our donors with opportunities to support initiatives that reflect their personal and philanthropic priorities.

"Challenging" represents our sense of duty to question assumptions and imagine new approaches, as well as our recognition of the challenges that we and our patients face in gaining access to services, managing healthcare costs, and fighting disease. **"Boundaries"** refers to the limitations and obstacles we strive to overcome—the conventional models, the conservative approaches, and the silo-oriented institutional structures that inhibit seamless healthcare delivery. Boundaries include societal factors, such as poverty and language barriers, which make it difficult for people to obtain the quality care they need and deserve.

"Transforming Lives" reflects our belief that the ability to apply medical knowledge through innovative tools and techniques can mean the difference between life and death, independence and dependence, and hope and hopelessness. An unwavering commitment to transform people's lives for the better lies at the heart of our institution, and our campaign. If you share our belief in the transformative power of medicine, we invite you to learn more about the role you can play in this monumental effort.



The **Challenging Boundaries / Transforming Lives** campaign is the direct result of an intensive strategic planning process that began in 2001.

Our goal is to raise \$500 million over five years that will be used to meet the increasingly complex and challenging needs of our patients and their families, while maintaining our leadership in a rapidly changing healthcare landscape.

Achieving these goals will require significant investments in both infrastructure and intellectual capital, as well as increased funding for our core mission areas, including patient care, research, and education. The campaign will enable Brigham and Women's Hospital to intensify its focus on innovation, excellence, and patient safety in areas such as cancer, cardiovascular disease, neurological disorders, orthopedics and arthritis, and women's health.

Campaign funds will also provide vital support for our newly launched Biomedical Research Institute (BRI)—a tangible example of our commitment to translational research that streamlines the process of migrating new medical discoveries quickly and effectively from the lab bench to the patient bedside. The BRI helps accelerate the pace of scientific discovery by fostering groundbreaking research that intersects departments and specialties. The BRI includes 860 reknowned physicians and scientists assisted by over 900 research fellows.

PILLAR I : EXPERT CARE



PILLAR II : PIONEERING RESEARCH



PILLAR III : BREAKTHROUGH TECHNOLOGIES



The campaign will strengthen the six areas of expertise—the six pillars—
on which our reputation stands.

These often interrelated areas are: expert care, pioneering research, breakthrough technologies, exceptional education, community and global outreach, and superior facilities. We excel in all six areas; one may hold a particular philanthropic interest for you.

The stories on the following pages demonstrate how these areas link past achievements to planned advancements. Each story includes examples of strategic funding objectives within that area: your campaign representative can provide additional details about giving opportunities closest to your heart.

Throughout our history, philanthropy has played a pivotal role in enabling Brigham and Women's Hospital to sustain its leadership. With your support, we can continue to bring great achievements to the science and provision of excellent healthcare.

Your generous support directly and positively affects our ability to challenge boundaries and transform lives, today and tomorrow.

PILLAR IV : EXCEPTIONAL EDUCATION



PILLAR V : COMMUNITY AND GLOBAL OUTREACH



PILLAR VI : SUPERIOR FACILITIES



Examples of Patient Care Funding Opportunities

- Center for Primary Care Innovation: \$20 million
- Stroke and Cerebrovascular Medicine: \$15 million
- New Models of Care Endowment: \$2 million
- Patient Safety Initiatives to Enhance Nursing Care: \$1 million
- Diabetes Educators: \$500,000

Neonatal care provides a stirring example of how Brigham and Women's Hospital leverages its broad clinical expertise, exceptionally skilled and compassionate medical professionals, and leading-edge resources to deliver the highest quality, safest, and most comprehensively integrated patient care available.



“With premature patients, we are very mindful that the effects of our work may be felt for decades to come. Therefore, it's not enough simply to save their lives; we need to make sure that they can have a life worth living, and that depends on our ability to deliver the very best care.”

– Steven A. Ringer, MD, PhD
 Attending Neonatologist, Newborn Medicine
 Brigham and Women's Hospital

NEONATAL INTENSIVE CARE: TINY BABIES, HUGE ADVANCES

Our smallest patients often face daunting odds during the first days of life. Yet our approach to neonatal care is driven by a goal that we apply to all our patients: enabling them to live the most fulfilling lives possible. Brigham and Women's Neonatal Intensive Care Unit (NICU)—the largest and most advanced facility in Massachusetts—focuses not only on keeping premature babies alive, but also on providing them with best possible long-term prognosis.

According to NICU neonatologist Dr. Steven Ringer, “In 1978, babies born at 28 weeks who survived were regarded as a miracle. Today, we have a 90% survival rate for babies born at that stage. But survival alone can't be our goal. That's why we're constantly trying to enhance the latest research with new care techniques that minimize the long-term effects of typical preemie complications.”

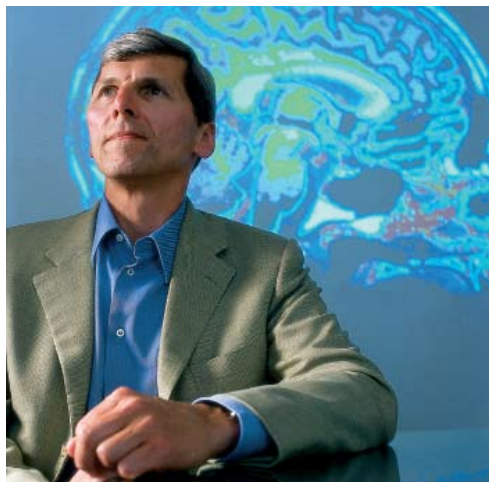
In many cases, the parents of babies in the NICU also need both physical and emotional support. This is an area where Brigham and Women's Hospital truly distinguishes itself—not with technology, but with compassion. For the families of many of our patients, the humanity of their doctors is as reassuring as their clinical expertise.

Marla Wolk, who delivered identical twins at 26 weeks after two prior unsuccessful pregnancies, has extremely positive memories of the NICU staff. “They are outstanding doctors—and outstanding human beings,” she says. “I was very fragile, and the doctors and nurses gave me the attention, respect, and reassurance I needed.” Ultimately, Marla's boys spent 106 days in the NICU. “It's where we first became a family: five years later, we're a very grateful family, thanks to the care we received at Brigham and Women's.”

Examples of Research Funding Opportunities

- Center for Personalized Medicine and Advanced Molecular Diagnostics: \$10 million
- Mesothelioma Research Center: \$5 million
- Program for Genomic Medicine: \$5 million
- The Fund to Sustain Research Excellence: \$2 million
- Stem Cell Research Core Facility: \$2 million

Brigham and Women's Hospital advances medical knowledge and helps drive important clinical discoveries through research into novel treatments and technologies that transform patient care.



“I was fortunate to be able to have access to the finest care possible. I can envision a future when every patient has an opportunity for quality care and a high quality of life and, perhaps a bit further, I see a future when brain tumors are rare because of extraordinary work that has been supported.”

– Steven Haley, founder of the Brain Science Foundation

MENINGIOMA RESEARCH: FROM KNOWLEDGE TO CURE

Clinical and laboratory research is a journey into the unknown, where immense questions are pursued in the hope that they yield valuable answers that help solve medical mysteries. For example, the medical community knows little about meningiomas, the most common type of primary brain tumor, which grow in the membranes lining the brain and spinal cord. Although usually benign, meningiomas can cause hearing loss, weakness of the facial muscles, blindness, stroke, and even death.

The work that Brigham and Women's Hospital has undertaken in the battle against meningiomas is expensive and time-consuming, but it plays a critical role in expanding our knowledge of these dangerous tumors, and in providing new treatments and solutions for our patients. Dr. Peter Black, who leads our Meningioma Initiative, uses advanced imaging software developed by BWH's Surgical Planning Lab to guide the removal of brain tumors once considered inoperable. His research team is also pursuing treatments that may completely cure, and possibly prevent, meningiomas.

In 1997, Dr. Black diagnosed and successfully treated Steven Haley for a meningioma. Though grateful, Haley was frustrated by the lack of available information about the disease, and concerned that research efforts were advancing too slowly. In response, he and his wife, Kathleen, founded the Brain Science Foundation in 2002 to provide seed funding for research conducted by the Brigham and Women's Department of Neurosurgery.

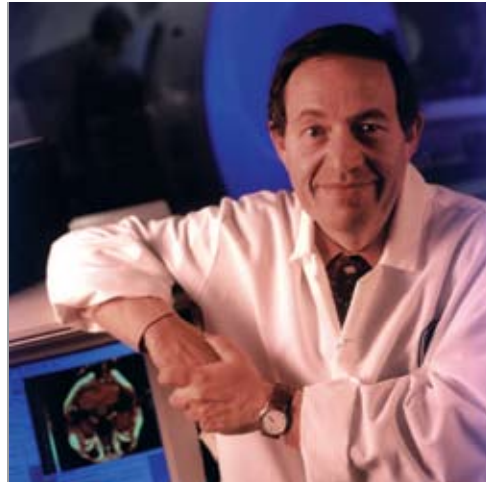
The Brain Science Foundation provides funds that enable researchers to follow promising leads and gather the pilot data needed to secure funding from other sources. “Our goal is to find better ways to treat, diagnose, and prevent meningiomas,” says Haley. “Over the next 10 years, I hope that we will have played a part in achieving this milestone.”

Since 2003, the amount of research funding available from the National Institutes of Health has been eroding. As a result, scientists are faced with downsizing labs, slowing their research, and producing less ambitious programs. Sustaining the pace of medical progress requires investments in basic science and medical research from individual donors like the Haleys who are capable of supporting these essential advancements.

Examples of Technology Funding Opportunities

- Biomedical Research Institute Imaging: \$20 million
- Center for Cardiovascular Imaging: \$10 million
- Portable Units to Create Radiation Therapy Rooms (Urology): \$10 million
- Neonatal MRI Imaging Suite: \$5 million
- Fund for Innovative Patient Safety Technologies: \$1 million

Part of Brigham and Women's Hospital commitment to deliver the best care available involves using safe, effective techniques to help reduce the time required to bring medical innovations from the lab bench to the patient's bedside.



“AMIGO brings technology in the operating room to a whole new level. It complements a surgeon's skills and provides the information that helps him or her make the best decisions at the most critical time.”

– Ferenc Andras Jolesz, MD
Vice Chairman, Division of Magnetic Resonance Imaging,
Brigham and Women's Hospital

AMIGO: A FRIEND TO SURGEON AND PATIENT ALIKE

While imaging is an essential aspect of any surgery, the efficacy of imaging-related activities are limited by the fact that they typically occur prior to or after an operation. Surgeons know from experience that what they see on film can differ significantly from what they witness under the bright lights of the operating room. Ten years ago, Brigham and Women's established a partnership with General Electric to develop an intra-operative MRI that allows surgeons to capture images during surgery. In addition to delivering this vital information during the course of an actual procedure, the new system enhances patient safety and convenience by making it possible to conduct imaging and surgery in the same location.

In 2006, Dr. Ferenc Jolesz, vice chair of Brigham and Women's Division of Magnetic Resonance Imaging, conceived a way to expand the capabilities of this extraordinary innovation. Dubbed AMIGO (for Advanced Multimodality Image-Guided Operating Room), the project involves a three-room operating suite. The center room is set up like a traditional OR, but with the addition of x-ray, angiography, ultrasound, and optical imaging capabilities. Adjoining rooms house an MRI machine with a powerful 3-Tesla magnet six times more powerful than the previous system, and a PET/CT unit that provides insight into the real-time effects of the surgery by providing images that monitor critical body functions. Poised on a track that spans all three rooms, the operating table can slide into either machine quickly and easily.

AMIGO represents the newest wave of technology that will be of particular benefit to brain surgery patients, allowing neurosurgeons to work on previously “inoperable” tumors. Overall benefits include more efficient and successful surgeries, faster recovery, fewer requirements for follow-up care, and reduced costs.



Exceptional education

Examples of Education Funding Opportunities

- Surgical and Robotic Fellowship: \$1 million
- Master Clinician Program: \$9 million
- Global Women's Health Fellowship: \$1.2 million
- Endowed Medical Education Fellowship: \$1 million
- Cardiovascular Interdisciplinary Training Fellowship: \$1 million

As one of the nation's leaders in medical education, Brigham and Women's Hospital trains the healers and healthcare pioneers of tomorrow through hands-on experiences that advance their leadership and technical facility, as well as their ability to deliver compassionate care.



"We not only produce great doctors, we also train leaders who advance the healthcare field in the areas of patient care, research, education, public policy, and community development. Our residents and fellows go on to lead hospital departments across the country, and are on the vanguard of clinical practice and research—both at Brigham and Women's and beyond."

– Joel Katz, MD
 Director, Internal Medicine Residency Program
 Brigham and Women's Hospital

RESIDENCIES: FROM DOCTORS TO LEADERS

Changing the face of healthcare is a challenging proposition. The exceptionally talented women and men who come to Brigham and Women's to serve their residencies constitute some of the world's finest medical school graduates. Fewer than 4% of the approximately 7,200 candidates who apply for our residency programs each year are offered admission. Those who are chosen not only represent the best of the best—they gain the opportunity to study with some of the top medical minds in the profession.

The stellar reputation of our residency program stems in part from the relentless devotion to continuous improvement articulated by Dr. Marshall Wolf, during his quarter-century as leader of the Brigham and Women's program. Widely regarded as the father of modern medical education, Dr. Wolf passed the mantle of leadership to Dr. Joel Katz in 2000, with the sage advice, "We may be the best program in the country, but we should always find ways to make it better."

Our residents have gone on to such prestigious leadership positions as president of the Dana-Farber Cancer Institute, commissioner of the Food and Drug Administration, and editor of the *New England Journal of Medicine*. Dr. Laura Mauri served her residency in Internal Medicine from 1996–1999; today she serves as chief scientific officer at the Harvard Clinical Research Institute, as well as an interventional cardiologist at Brigham and Women's Hospital. She remembers Dr. Wolf's lessons in leadership well.

"Marshall was great at fostering a collaborative and collegial environment," she recalls. "Team-building was an essential cornerstone of his approach. I learned that no matter how smart you are, you can't do everything alone. Being able to connect people who work well together is something I learned as a resident that has made me a better doctor, and a better leader."

Dr. Marshall Wolf lectures medical residents on the nuances of reading an electrocardiogram.



Community and global outreach

Examples of Outreach Funding Opportunities

- Global Health Medical Leadership: \$10 million
- Global Health Delivery Initiative: \$10 million
- The Center for Excellence in Disparities in Healthcare: \$3 million
- Southern Jamaica Plain Health Center Renovations: \$1 million
- Extension of PACT Program on Navajo Reservations: \$1 million

Brigham and Women’s Hospital shares its expertise throughout the city, state, country, and around the globe, providing world-class care to those in need and training professionals to face urgent healthcare challenges in developing countries.



“ You can purchase Coca Cola in nearly every corner of the world today, yet in many of those same places, basic medicines are not available. Our goal is to ensure that life-saving products and technologies are as available and accessible in poor countries as they are in the developed world.”

– Jim Yong Kim, MD, PhD
Chief, Division of Global Health Equity
Brigham and Women’s Hospital

FROM ROXBURY TO RWANDA: EXTENDING CARE BEYOND OUR WALLS

While Brigham and Women’s Hospital is a world-renowned academic medical center, community health lies at the heart our mission. Every day, people living in low-income communities across the United States and throughout the world die from illnesses that can be prevented or treated. Some lack adequate access to hospitals and medicines, while others face language barriers that make it difficult to follow a healthcare provider’s instructions.

At Brigham and Women’s, we are committed to eliminating healthcare disparities wherever they exist, from nearby Roxbury to far-off Rwanda. We work closely with organizations such as Partners In Health, founded by Brigham and Women’s physicians Paul Farmer and Jim Yong Kim. We donate money, time, and expertise to help transform healthcare in the world’s poorest nations, whether by providing treatment for multidrug-resistant tuberculosis in Russia and Peru, or by rebuilding a hospital in a remote Rwandan village.

Locally, Brigham and Women’s and Partners In Health collaborate in running the **Prevention and Access to Care and Treatment (PACT) program**, which helps HIV/AIDS patients living in poverty in Boston and other cities obtain the care and services they need to stay alive.

In addition, Brigham and Women’s Center for Community Health and Health Equity works with community health centers, schools, and other local organizations to break down barriers to health and social services. One of the center’s programs, **Connecting Hope, Assistance and Treatment (CHAT)**, provides support and funds to women with breast cancer who need help paying for services and treatment.

Next door or halfway around the world, as the need grows, so does our commitment. In the spirit of giving back to our community, in 2006, BWH provided nearly \$32 million in free care to more than 8,000 patients.

Recent graduates of the Jamaica Plain-based Girl Talk program—a 10-week frank-talk health education program for girls ages 12 to 14.



Examples of Capital Funding Opportunities

- Oncology Tower Renovations: \$75 million
- Biomedical Research Institute Building: \$50 million
- Foxboro Primary Care Clinic: \$5 million
- 15 Francis Street Lobby: \$10 million

Brigham and Women's Hospital fosters a treatment and research environment that reflects uncompromising standards of excellence and provides the resources and infrastructure needed to support the highest quality healthcare.



“The Shapiro Center will revolutionize the way we fight cardiovascular disease by offering a new model of cardiovascular care and research. Representatives from other centers view our plans as a model for conceptualizing the redesign of their own facilities.”

– Kenneth L. Baughman, MD
Director, Advanced Heart Disease Program
Brigham and Women's Hospital

THE SHAPIRO CENTER: INTEGRATING CARE AND RESEARCH

Every 34 seconds on average, an adult in the United States dies from cardiovascular disease, which remains the number one killer of both men and women in this country. In the face of this enormous challenge, Brigham and Women's Hospital is using its remarkable history of innovation in cardiovascular care and research as the foundation for an exciting new treatment paradigm.

The Carl J. and Ruth Shapiro Cardiovascular Center integrates patient-centered treatment facilities and equipment with comprehensive research labs. This first-of-its-kind facility includes five floors of spacious, family-friendly patient rooms, two floors dedicated to clinical and diagnostic testing, and additional space for radiology. The center's sixteen state-of-the-art operating rooms are outfitted with advanced imaging technology that can be used to perform evaluative and diagnostic studies simultaneously.

The Shapiro Center's commitment to innovation is also reflected in the fact that the entire structure has been designed from the ground up as a “green” building. The center meets Leadership in Energy and Environmental Design guidelines, and has been designed to incorporate recycled building materials wherever possible. Natural light and low-energy fixtures help reduce power consumption, while glazed windows and shading limit changes in temperature that result in lower heating and cooling costs.

Yet the Shapiro Center is more than just an environmentally friendly building; it also represents the most technologically advanced cardiovascular facility in the world. Its integrated design allows us to provide the highest level of care, promote the discovery of new treatments, and accelerate the translation of scientific research into proven clinical practice. **The remaining cost of the project is \$100 million.**

We welcome the support of individuals and organizations who wish to join us in our campaign to challenge boundaries and transform lives. With your support—and only with your support—we can achieve our ultimate goal: to strengthen, extend, and fortify our ability to advance human health and medical knowledge.



challenging boundaries transforming lives

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