

PRACTICALLY *Speaking*

The Donaghue Foundation Newsletter. Focused on research and knowledge uptake initiatives

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Ray Andrews Retires as Foundation Trustee

After fourteen years as the Foundation's Individual Trustee, Ray Andrews will retire this December. Ethel Donaghue's Will, which established the Foundation and determines its governance structure, specifies that the Individual Trustee is responsible for naming his successor, and Ray has selected Lynne Garner, PhD, currently the Foundation's executive director, as his successor.



Ray Andrews, Sheilah Rostow, and Lynne Garner have worked together on behalf of the Foundation for over six years.

Ray's early emphasis on the words "practical benefit" in Miss Donaghue's statement of the Foundation's purpose — to promote knowledge which will be of practical benefit to human life — put the Foundation on a path that has set it apart from most other research foundations and that continues to define its current mission and goals.

"It would be difficult to exaggerate Ray's impact on the Foundation these past fourteen years. As the representative of the co-Trustee, it's been a pleasure working with Ray on the many challenges and interesting projects that have come before us. We wish him the best as he approaches his well-earned retirement!"

Sheilah Rostow, Bank of America Senior Vice President, Philanthropic Market Director

Before being appointed by the West Hartford Probate Court in 1993, Ray had previously been a partner at the law firm Robinson & Cole, focusing his practice on trust, charity and health law. In addition to his work with Donaghue, Ray has had several governance roles in other Connecticut health-related organizations. He served on the ConnectiCare Board of Directors between 1992 and 1999 and was the past board chair of the Hospital for Special Care, Center of Special Care, Inc., the Capital Area Health Consortium, and the Connecticut Hospital Association. He recently completed two terms as a member of the National League for Nursing Accrediting Commission Board of Commissioners. Ray is currently a member of the Connecticut Health Foundation Board of Directors and chairs its Governance Committee.

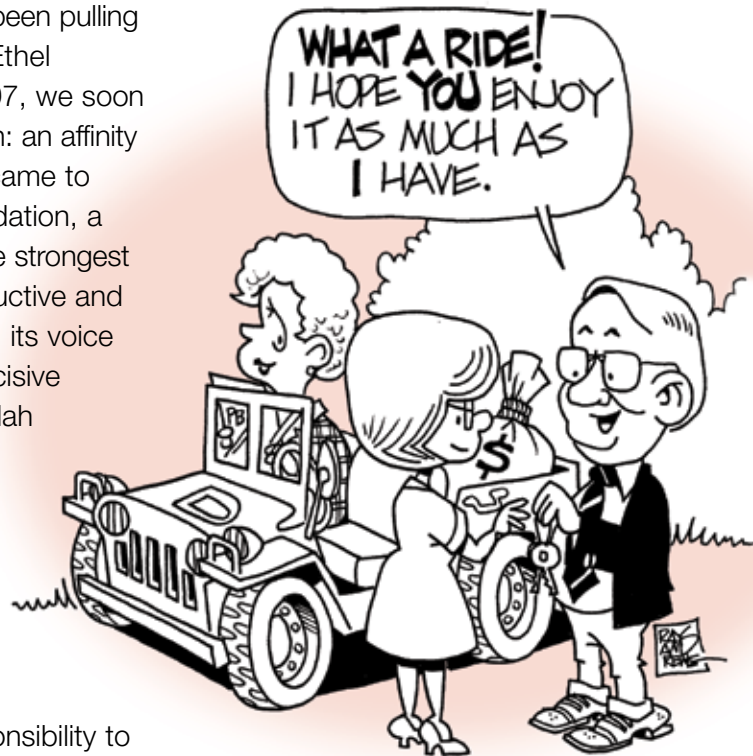
Letter from the Trustees

As highlighted by the headline on page one, this will be the last in a series of joint letters we've authored for the Donaghue Foundation newsletter.

It's timely to look back upon the ten years we've been pulling together to carry out the testamentary intent of Ethel Donaghue. When Sheilah joined Donaghue in 1997, we soon found that we shared at least one thing in common: an affinity for single malt Scotch. In the ensuing weeks we came to learn that we shared as well a vision for the Foundation, a zeal for its purpose, and a commitment to build the strongest of collaborations. Over this ten-year span of productive and rewarding activity, the Foundation has really found its voice and its niche in health research funding, as the incisive and disciplined executive mind and habits of Sheilah and the versatile imagination and creativity and commitment of Ray perfectly complemented one another. A comfortable equilibrium of contrasting styles, in the context of the shared zeal and zest for Ethel Donaghue's purpose, produced results of which we're justly proud. It couldn't have been a better team.

Under Miss Donaghue's will, it was Ray's responsibility to select a suitable successor before retiring. His choice, our current executive director Lynne Garner, would have been Sheilah's as well, and both enthusiastically anticipate a continuation of the team spirit that has characterized Donaghue all along. Ray has made it clear that his commitment to Miss Donaghue's purpose will not end with the coming of the new year, and although responsibility for the Foundation will be shifted from his shoulders to Lynne's, he looks forward to supporting Donaghue and Practical Benefit in whatever capacity the trustees may from time to time wish.

So the little Donaghue Jeep that has graced these pages over the past years will lose one rider and gain another, but the ride, we expect, will be the same exciting trip over challenging, intriguing roads. In parting, Sheilah says to Ray "Lang may y'lum reek," and Ray replies "Continue to march." And we both admonish Lynne to remember always the question "What would Ethel do?"



So the little Donaghue Jeep that has graced these pages over the past years will lose one rider and gain another.

Ray Andrews, Jr.
Trustee

Sheilah Rostow
Bank of America, Trustee

Ask the Trustees



Q&A with Ray Andrews and Lynne Garner, PhD

In this expanded version of *Practically Speaking's* regular feature "Ask the Trustees," Individual Trustee Ray Andrews and his appointed successor, Lynne Garner, answer several questions about this change in the Foundation's governance.

Ray, why are you leaving? Will you be going somewhere else?

RA: I'm leaving the Foundation because I'm retiring. My wife, Barbara, and I will continue to live in West Hartford, although we hope to do more traveling.



When will this change be effective?

RA: December 31, 2007. The New Year will open with a new individual trustee.

What will be your relationship to Donaghue once this change happens?

RA: I've told Lynne and Sheilah that I will remain available to consult with them any time they would like to call upon me.

Why did you choose Lynne to fill your position as Trustee?

RA: After considering several people, I chose Lynne because I felt she was the best choice. She has provided great leadership as executive director and I am confident that she will help the Foundation continue its mission in the future.

Who was involved in making that decision?

RA: As determined by the Will, the individual trustee replaces him or herself. It's a serious responsibility, and I consulted with Sheilah Rostow as the representative of my co-Trustee and with advisers.

What exactly is the role of Trustee?

RA: Overall fiduciary responsibility for the assets and functions of the Foundation. The trustees interpret the purpose as set by Miss Donaghue and set the mission and policies for the Foundation.

Lynne, what is your role as executive director?

LG: The executive director is responsible for the execution of the trustees' policies and the day-to-day operation of the Foundation.



How do the two roles differ?

LG: The position of individual trustee is specified in the Will and therefore must be a part of the Foundation for as long as it exists. In contrast to this, the

article continues on page 6

Donaghue Dictionary: Trustee

On the occasion of the first change in the Donaghue Foundation's individual trustee, it is fitting that we reflect on what it means to serve as a trustee of a charitable testamentary trust. Trusteeship is about duty, the duty of a person or organization (such as a bank) entrusted with the safeguarding of assets and the pursuit with them of an important cause for public benefit.

To whom does the trustee owe this duty? To the person who established the trust and its purpose, to the public which is to benefit from it, and to the trustee's own conscience. How is the duty discharged? By faithfully following the testamentary intent expressed in the grantor's will and by diligently determining the best way to promote the contemplated benefits from time to time as conditions change.

To be trusted to be a trustee is a distinct honor, because there is no higher order of fiduciary obligation than trusteeship; the law of trusts sets the highest standards of competent performance and selfless loyalty. The Donaghue trustees are confident that Dr. Lynne Garner, who has been carefully selected for the honor of serving as the second individual trustee, will meet these standards over the years to come.



Donaghue Investigator Award Winners

The Donaghue Foundation has recently announced the 2007 award winners in the final year of the Donaghue Investigator Program for Health-Related Research. This ten-year program, which gave its first grants in 1998, provides \$100,000 a year for five years to particularly promising medical researchers who have demonstrated exceptional potential for an outstanding independent research career and for leadership in their field of research. Since the program was started, and including this year's awardees, the Foundation will have spent **over \$17 million in 29 grants.**

The Foundation will be announcing in January 2008 a new program that also focuses on talented researchers whose work is consonant with the Foundation's mission and reflects more closely than the current Investigator program its goal of Knowledge Uptake.

The 2007 Donaghue Investigator award winners are:

Alexander Neumeister, MD

Associate Professor

Yale University School of Medicine

"Contribution of life trauma to the neurobiology of depression"

Jennifer Prah Ruger, PhD

Assistant Professor

Yale University School of Medicine

"Ethics and economics of healthcare disparities"

William Todd Zempsky, MD

Associate Professor

Connecticut Children's Medical Center

"Sickle cell pain: A novel approach to assessment and relief"

Patient Safety Research Awards Announced

In September Donaghue concluded the review process for its Patient Safety Research program and awarded two-year grants to four hospitals to conduct research on the role of organizational leadership in patient safety. The grants will begin in January 2008.

Donaghue broke with its tradition of concentrating its grants on Connecticut by soliciting letters of intent from acute care hospitals throughout the six-state New England region. Submissions were required to have a co-investigator from an academic research institution. Thirty-nine letters were received, and each state was represented among them. An advisory committee of national patient safety experts reviewed the LOIs, and 17 invited applications were received and reviewed this summer. In September, eight finalists presented their proposals to a panel of Trustees, staff and advisers, and four were selected to receive the award.

"All of the finalists were impressive and made the job of selecting awardees challenging," said Ray Andrews, Donaghue Trustee. "Each had a compelling research topic that highlighted the importance of top leadership to an institution's commitment to patient safety."

The Foundation will be providing summaries about these four projects, progress updates, and research results to *Practically Speaking* readers and on the Donaghue website throughout the two years.

The successful applicants were:

Beth Israel Deaconess Medical Center, Boston MA

"Safety through Knowledge - Improving Institutional Learning from Adverse Events"

Kenneth Sands, MD and Meghan M. Dierks, MD

Danbury Hospital, Danbury CT

"Leadership Initiative to Educate and Mentor Paraprofessionals"

Moreen Donahue, DNP and Joyce J. Fitzpatrick, PhD

Goodall Hospital, Sanford ME

"Improving Patient Safety through Leadership and Teamwork"

Mary Finnegan, MEd and Andrew F. Coburn, PhD

Massachusetts General Hospital, Boston MA

"Engaging Leaders in Patient Safety through Simulation"

Gregg Meyer, MD and Jeffrey B. Cooper, PhD

From the Executive Director

As *Practically Speaking* readers will see with this issue, Donaghue is again making changes. Our headline from the Winter 2005 issue, “Plus ça change, plus c’est Donaghue,” is still relevant today.

Design Change

Undoubtedly the first change readers will notice is the new format for our three-issue-per year newsletter. A slightly larger size and more white space make it easier to read, and new fonts, colors and graphics update its appearance. Next month our website will undergo similar design and format revisions. Changing both these communication vehicles stems from our more in-depth consideration of how we communicate with our wider community, which is itself a direct result of the work done last year to review our mission, vision and goals. We wanted to coordinate the look of the newsletter and website to produce a consistent message about who Donaghue is and what we aim to do.

Staff Change

Over two years ago the Foundation hired Nancy Yedlin to take on two different functions – managing the day-to-day operation of the Clinical and Community Health Issues and Donaghue Investigator programs and implementing the Foundation’s activities related to Knowledge Uptake. This second function was a logical step for the Foundation, always determined that its research dollars would be spent on projects that have the potential for practical benefit.

Through Nancy’s leadership, the Foundation is discovering that there are many opportunities to pursue as well as barriers to overcome in getting research findings put into practice. We are even more committed to continuing on this road, but it takes a great deal of time and effort. Toward that end, the Foundation has created a new position of Grant Administrator to relieve Nancy of the responsibilities of managing the Foundation’s two investigator-initiated programs and allow her to focus on our Knowledge Uptake activities. Of course, our Knowledge Uptake activities inform our research programs, and vice versa, so at the Foundation office we work collaboratively on all functions. This new position will also allow us to improve the Foundation’s grant monitoring and evaluation functions.

Our staff is expanding in a second way. Wendy Vachon, Donaghue’s administrative assistant, will be increasing her hours at the Foundation office from 20 to 30 hours a week, and we greatly appreciate her added effort. Wendy is a tremendous asset in helping us to keep our schedules straight, ensuring that applications are appropriately logged, filed and entered into our database, and getting review meetings organized, plus the many other tasks that keep us hitting our marks.

Ray’s confidence in my ability to carry forward the work of the Foundation through the position of trustee, and the confidence of Sheilah Rostow and advisers with whom he consulted, is an honor.

Trustee Change

The most significant changes to report in this issue are that Ray will soon retire as the individual trustee after 14 years in that role and that I have been selected by Ray to be the Foundation’s second individual trustee. Ray’s confidence in my ability to carry forward the work of the Foundation through the position of trustee, and the confidence of Sheilah Rostow and advisers with whom he consulted, is an honor. During the last six years working for the Foundation, I’ve felt fortunate to have a job that offers such wonderful rewards – meeting interesting people doing important work, being exposed to cutting-edge ideas in medical and health issues, and being in an environment that places great value on integrity and purpose. I look forward with a small amount of apprehension but a great deal of optimism and enthusiasm to carrying on the challenge of doing Miss Donaghue’s work.

Accelerating Medical Discovery Conference

The Health Research Alliance will host its 2008 National Conference “Accelerating Medical Discovery Through Strategic Philanthropy,” on March 4-6, 2008 at the Marriott Wardman Park in Washington, D.C. Donaghue is a member of the Health Research Alliance, a member organization of not-for-profit, non-governmental funders to support the continuum of health research and training from biomedical science to applications that advance health. More information about Health Research Alliance and its conference can be found at healthra.org.



Comments from Judge John Berman

John Berman was elected to be the first Judge of the West Hartford Probate Court in 1983 and served until 2002. He is currently a partner in Berman, Bourns, Aaron and Dembro, LLC in West Hartford.

As a Probate Judge for almost twenty years, I had many difficult decisions to make. One of these (non-legal) decisions was to appoint the trustee as required under Ethel Donaghue's will for the establishment of a medical research foundation. The corporate trustee had been named by Miss Donaghue, but she left it to the West Hartford Probate Judge to appoint the individual trustee. Ray Andrews was my choice from many excellent candidates. It turned out to be one of my best decisions. He brought to the table not only an insightful legal mind with expertise in medical administration (which other candidates also had), but also an artistic and broad-sweeping imagination, which is most unusual among our legal community. It was this quality that made Ray stand out and which has led to keeping the Donaghue Foundation in the forefront, coming up with inter-

esting, unusual, community-based, practical approaches to medical research.

There is a quirky side to Ray which counterbalances the corporate approach of Bank of America. This creative tension has produced a nice mosaic of teamwork resulting in quality useful research for our community.

I hope Ray returns to cartooning in his barn and that his lively mind remains active and available for us to enjoy.

Happy retirement, Ray.



Judge John Berman

Q&A continued from page 3

Will does not specify any staff positions and these are determined or approved by the Trustees.

Will Donaghue hire a new executive director now that you are taking on the role of Trustee?

LG: Not at this time. Sheilah and I may examine this question in the future as circumstances suggest.

Lynne, are other staff changes planned for the near future?

LG: Staff and Trustees have been considering developing a new staff position to strengthen grant management. It's therefore a happy coincidence that a staff expansion will be occurring about the same time as Ray's retirement.

Why hire someone to handle grant management? What will that person's role be?

LG: This new position will focus on grant management and will permit Nancy Yedlin to concentrate more on the function of Knowledge Uptake that is so important to the Foundation now. It will also allow the Foundation to improve its grants administration and evaluation.

How will Nancy's role and responsibilities change as a result of these various staffing changes?

LG: Nancy has carried a significant burden by combining the two roles of managing grant programs and directing the Foundation's Knowledge Uptake roles. This change will allow her to spend more time on the latter.

Will Donaghue's mission change under new leadership?

RA: Lynne – and Nancy, for that matter – were closely involved with the Trustees last year in fashioning the current mission statement, so I think a change in the mission is unlikely.

Will policies and procedures within Donaghue change under new leadership? For example, will funding decisions be made differently?

RA: It is inevitable that there will be some changes made from time to time, but I hope that Lynne and Sheilah will stay on the same basic course that Donaghue has been on for several years now.

LG: Yes, policies and procedures evolve over time, and it is the Trustees' role to continually evaluate what are the best policies for Donaghue. But it is unlikely that there will be any significant shift from the Foundation's current policies and procedures.

What are some of the major new initiatives for the Foundation in the coming months?

LG: We are developing a new Donaghue Investigator program. Ray has been actively involved in the design of the new program, which will carry forward the principles underlying the current Donaghue Investigator program. The current program was designed ten years ago to be a ten-year program, and discussions about a new program replacing the current one have been ongoing for more than a year.

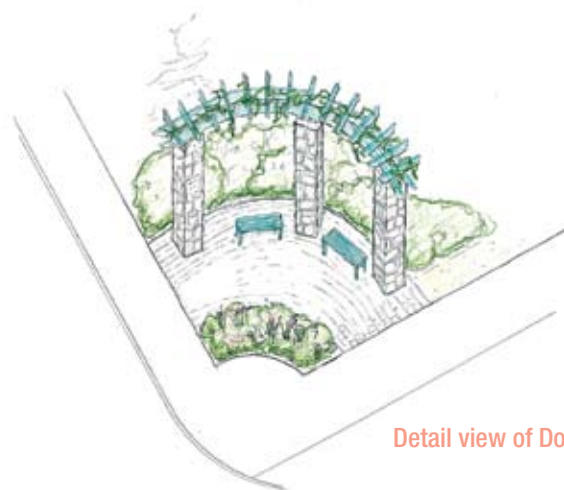
In addition, we are redesigning the website and newsletter as an outgrowth of the Foundation's goals developed in 2006 - in particular to strengthen our communications with individuals and organizations.

The Ethel Donaghue Memorial

In addition to the medical research foundation created by Miss Donaghue as a memorial to her parents, her Will established a much smaller trust for improvements in Elizabeth Park. The Park is located in Hartford and West Hartford and is just a few steps from Ethel Donaghue's residence on Prospect Avenue. Ray Andrews and the Bank of America, represented by Sheilah Rostow, are also Trustees for the Park Trust.

Over the past fifteen years the Ethel Donaghue Trust for Elizabeth Park has quietly spent hundreds of thousands of dollars in Park improvements, including a major tree pruning, the building of the Sunrise Overlook on the east side of the Park, improvements to the Pond House, restoration of the two greenhouses and the historic orchid greenhouse, and most recently the granite curbing and crosswalks in the expanded parking area near the Asylum Avenue entrance.

In recognition of Miss Donaghue's beneficence to both medical research and Elizabeth Park, the Trustees are giving two projects to the Park that continue Miss Donaghue's wish to create Park improvements, while also recognizing her life and philanthropic achievements. A new gateway for the Prospect Avenue entrance will be created with an arc of



Detail view of Donaghue gate

three stone pillars supporting a trellis; sidewalks and marked crosswalks will be established to promote safer pedestrian traffic into the Park, and a row of trees will be planted along the west edge of Prospect Avenue, which with the trees along the east side will create an arched canopy along the street. The second project is a small, quiet sitting area at the junction of existing paths near the Park's pond. An oval of granite pavers will mark the area where the paths meet and a rustic stone bench will allow Park visitors to pause and sit facing the pond.



New Practical Benefit Initiative Studies Local Food Stores

Ann Ferris, PhD, RD, Deputy Director of the Center for Public Health and Health Policy at the University of Connecticut, is the recipient of a two-year, \$240,000 Practical Benefit Initiative award. Dr. Ferris has a joint appointment as Professor at the Department of Nutritional Sciences at the Storrs campus and at the Department of Community Medicine and Health Care at the Health Center. Katie Martin, Ph.D., research associate with the Center for Public Health and Health Policy, will be the program manager of the project.

This study will evaluate the effectiveness of the "Healthy Food Retailer Program," an initiative of the Hartford Food System to get small, local markets to include healthier food items in their inventory. Most urban areas with large minority populations do not have access to healthier food found in grocery stores in suburban areas; Hartford has only one full-sized supermarket. Many Hartford residents must therefore rely upon the more than 130 corner markets for their grocery

shopping. Getting these markets to provide healthier food is an important threshold for urban residents to have healthier diets. In fact, small corner markets can be community assets if they help provide healthy food options, particularly for low-income households without transportation to get to large supermarkets. The limited availability of healthy food choices in Hartford contributes to health disparities among low-income, minority residents. Even small dietary changes, for example from whole milk to low-fat milk, and increasing consumption of fruits and vegetables, can help prevent chronic diseases such as diabetes and obesity.

The Donaghue-funded study will measure changes to store inventories and consumer purchasing behavior, comparing participating stores with control stores. It will also provide a platform for additional efforts by other funders to educate consumers in long-term behavior change and store owners in developing sustainable business models that support healthier foods in their inventories.

Important Dates

The Clinical and Community Health Issues program has two application deadlines in 2008 – **January 24** and **September 05** – both at Noon. Applicants to this program must first submit a letter of intent and be invited to apply. Letters of intent are reviewed six times a year. Review dates for LOIs and other application instructions are on the Foundation’s website.

Mark Your Calendars

The Foundation’s 2008 annual meeting and conference is set for **Wednesday, April 23** and will be held once again at the Harford Hilton starting at 8:30 am. We’ll be building on our Beyond Eureka theme of the past two conferences, with this year’s program titled ***Beyond Eureka! Turning what we know into what we do. Reflections, success stories and cautionary tales.***

We’re pleased that **Atul Gawande, MD**, will be our key-note speaker. Some of you may remember that Dr. Gawande, a practicing surgeon and author, spoke at Donaghue’s annual meeting back in 2004. Since that time Dr. Gawande has published his second book, *Better: A Surgeon’s Notes on Performance*, and was named a 2006 MacArthur Fellow.

A panel will follow Dr. Gawande’s talk showcasing selected case studies of research being put to work.



Atul Gawande, MD will speak at the Foundation’s annual meeting on Wednesday, April 23, 2008

Harlan Krumholz, MD will talk about the D2B Alliance, www.d2balliance.org, a nationwide hospital performance initiative to improve outcomes for heart patients. D2B grew out of research conducted by Dr. Krumholz and Elizabeth Bradley, PhD both at Yale School of Medicine and both Donaghue advisers and grantees. Also on the panel will be **Elizabeth Pivonka, PhD, RD**, president of the Produce for Better Health Foundation (www.pbhfoundation.org) will speak to the long standing private-public partnership (which began as the “5 a day for better health” campaign) between her foundation, the US government, health organizations and the food industry to improve the American diet by getting consumers to eat more fruits and vegetables.

Look for a Save the Date postcard later this year and for more details soon on our website.

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The Patrick and Catherine Weldon Donaghue Medical Research Foundation is a charitable trust created pursuant to the will of Ethel F. Donaghue, late of West Hartford, Connecticut. The Foundation, which began operations in 1991, is governed by Bank of America and Raymond S. Andrews, Jr., Trustees. The Foundation is exempt from federal income tax under Section 501(c)(3) of the Internal Revenue Code of 1986, is a private foundation within the meaning of Code Section 509(a), and is subject to the jurisdiction of the Probate Court for the District of West Hartford.

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