

A STATE OF EMERGENCY

■ MASS. CONSIDERS COVID-19 CENTERS; STATE DEATHS AT 44 B1 ■ US DEATH TOLL REACHES 2,000 A7

BUSINESS LESSONS

Amid shutdowns, the message from the top

Company leaders say decisive action, reassurance guide their response

By Jon Chesto and Shirley Leung
GLOBE STAFF

The public health emergency that is COVID-19 is testing the mettle not only of political leaders but also the heads of organizations big and small. The financial decisions are urgent and pressing. Man-

aging people, though, has emerged as a paramount concern as the stresses from working from home and the fear of illness threaten to overwhelm everyone.

Battling and recovering from the pandemic will leave an indelible mark on how we live and work. Here are some of the

biggest lessons learned so far from leaders of local companies and institutions:

"We're scared. Business is business. Our health is more important."

*Eliot Tatelman, Jordan's Furniture
CEOS, Page A8*

Virus hits pay of doctors, medical staff

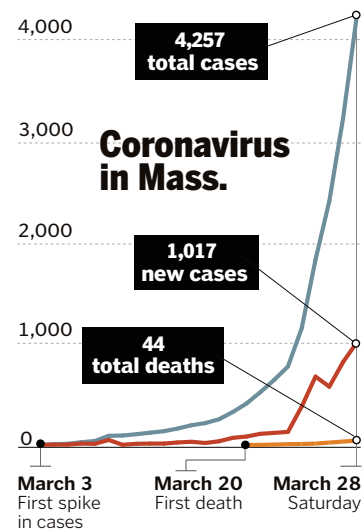
Facing shortfalls, some hospitals, health providers making cutbacks

By Rebecca Ostriker
GLOBE STAFF

Emergency room doctors at Beth Israel Deaconess Medical Center have been told some of their accrued pay is being held back. More than 1,100 Atrius Health physicians and staffers are facing reduced paychecks or unpaid furloughs, while pay raises for medical staff at South Shore Health, set for April, are being delayed.

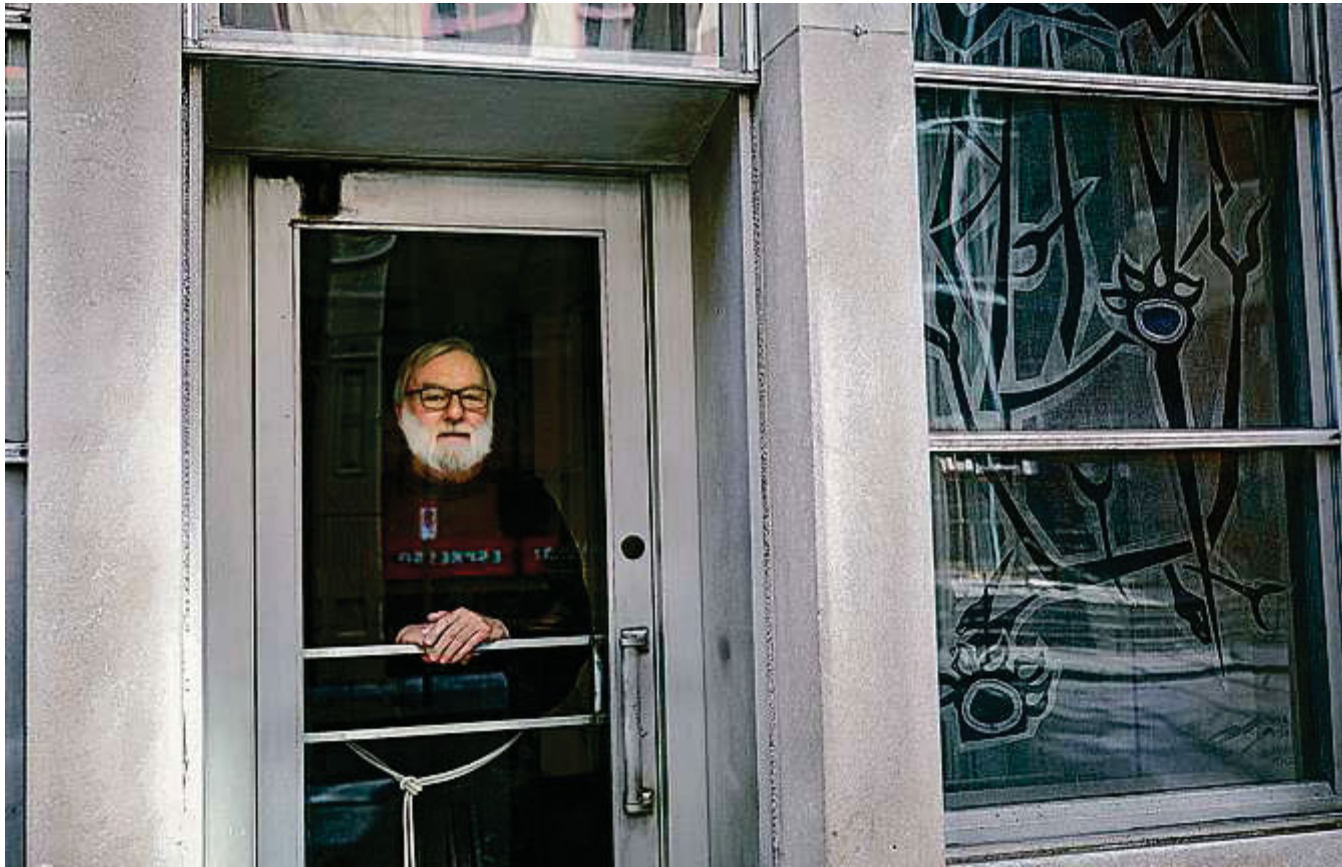
These financial cutbacks, coming in response to sudden shortfalls during the coronavirus outbreak, have triggered an outcry from doctors and nurses who are already working grueling shifts in demanding working conditions, including the risk of infection from patients who are critically ill with COVID-19.

"This is at a time when many of us have moved out to live like lepers separate from family to prevent spreading in-



fection, and have already been working huge extra hours trying to scrape together [personal protective equipment] and otherwise brace for COVID-19," said Dr. Matt Bivens, an ER doctor at Beth Israel Deaconess, Page A12

DAYS IN OUR LIVES



ERIN CLARK/GLOBE STAFF

Father Richard Flaherty peered through the door of St. Anthony Shrine in downtown Boston.

Bound in a wrenching isolation

Virus makes victims of our dreams, hopes, even our compassion

By Evan Allen
GLOBE STAFF

Dr. Arthur Kleinman felt the first shiver of worry in December, when the pandemic was still just a mystery flu circling a wild animal market in China.

"Can we avoid the Big One?" he had written 15 years earlier in the introduction to his book, "SARS in China: Prelude to Pandemic?" When it took just one month for the new coronavirus to show up in Washington state, the Harvard professor of psychiatry and medical anthropology had his answer. By late February, as the residents of a Seattle nursing home began dying and the TV news flashed with more cases around the world, Kleinman closed himself inside his Cambridge home, and retreated into the rituals that had saved him and transformed him years before.

At 79, Kleinman knows pandemics because he has studied deadly infectious diseases. But he knows how

VIGNETTES, Page A6



Jim Baker, a hospice doctor, misses the human connection his job brings. Jessie Feliz (right) yearns for basketball and the bright future he pursued.



PHOTOS BY JESSICA RINALDI/GLOBE STAFF

POLL

Against a stealthy virus, a united front

Mass. residents are frightened but resolved

By Victoria McGrane and Matt Stout
GLOBE STAFF

While it has upended life in Massachusetts in a few short weeks, the coronavirus has also united residents both in fear of physical harm and financial loss, and in their resolve to follow the difficult isolation measures urged by public health officials, a new poll by Suffolk University and The Boston

Globe found. The survey reveals an extraordinary sense of shared purpose in the face of an unprecedented crisis, with Massachusetts residents nearly unanimous in their support for the severe restrictions that Governor Charlie Baker has imposed on life in the state to help slow the highly contagious virus.

More than 90 percent of respondents said they back decisions to close bars, dine-in restaurants, and nonessential businesses. Ninety-six percent said they support closing local schools, and 94 percent said

POLL, Page A10

POLLUTION

With shutdown, nature gets a chance to breathe

By David Abel
GLOBE STAFF

It's an antidote to the cooped up, post-COVID-19 world: a walk or run to get some sun and breathe the spring air.

And yes, it's no illusion born of captivity, the air is actually fresher.

Pollution — in a remarkably short time — has abated. In the past few weeks, satellite measurements have found that emissions from cars, trucks,

and airplanes have declined in metropolitan Boston by about 30 percent, while overall carbon emissions have fallen by an estimated 15 percent.

Such a sudden drop has few precedents in the modern era, a testament to the scale of societal disruption caused by the virus.

"It was like a magic wand was waved," said Lucy Hutyra, a Boston University associate professor who studies emis-

CLEAN AIR, Page A7



DAVID L. RYAN/GLOBE STAFF

Emissions around Boston have declined 30 percent.

Inside straight

Sunday: Damp, chilly. High: 42-47. Low: 36-41.

Monday: Drizzle, cloudy. High: 45-50. Low: 33-38.

Sunrise: 6:31 Sunset: 7:07
Complete report, **B12**.

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Suggested retail price
\$6.00



Reality seem a little much right now? TV critic Matthew Gilbert suggests some escapist programs that are more than just funny. **SundayArts, N1.**

Bart D. Ehrman's "Heaven and Hell: A History of the Afterlife" offers a broad look at what humans have thought about what happens next. **Books, N8.**

Throughout Greater Boston, families with children struggle to find the right-sized homes that they can afford. **Globe Local, B7.**

Finding Strength

While everyday is a challenge in this pandemic, we stand strong, resolved to serve our communities.

To our dedicated and intrepid staff, thank you for never faltering.
To those who have fallen ill, we wish you a speedy and full recovery.
To those slowing the spread by sheltering at home, we salute you.

~Barry & Linda

Century Bank

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A STATE OF EMERGENCY

Mass. residents are frightened but resolved

►POLL
Continued from Page A1

they have been strict about observing social distancing.

The near-universal support for these measures paired with majorities who say they are worried about their personal financial situation suggests that most people in Massachusetts are willing to make some personal sacrifice for the greater good.

And more than half of respondents said they believe they could emotionally endure at least a few more months of the current situation.

“The thing that surprised me was how long people are willing to stick this out,” said David Paleologos, director of the Suffolk University Political Research Center, which conducted the poll. “Are they fearful and worried and concerned? Absolutely. But they’re willing to hunker down and do what it takes to survive this thing.”

“There’s no way we’re necessarily going to be able to magically kill it,” one poll respondent, Rebecca Cugini, 36, of Uxbridge, said of the virus. “I’ve prepared for it to last for months. We’re adapting.”

The united front presented by Massachusetts residents stands in contrast to the inconsistent rhetoric coming out of Washington, where President Trump has veered to suggesting he might place New York under a mandatory quarantine, warning other parts of the country go back to work, and even having the national economy restart by Easter.

There was a vast disconnect between how respondents judged the performances of the federal government, and state and local governments.

Eight in 10 approved of how Baker is handling the crisis, and strong majorities felt they were getting the information

they need from state and their municipal governments.

And, although the survey was statewide, 65 percent approved of how Mayor Martin J. Walsh is handling the outbreak in Boston, while 8 percent disapproved, and 25 percent were undecided.

Meanwhile, just 28 percent approved of Trump’s handling of the coronavirus outbreak, and just over half of those polled felt they were getting the information they needed from the federal government.

In the midst of crisis, most respondents see their neighbors in Massachusetts as magnanimous. Two-thirds of those surveyed said they think people here are mostly generous and kind to others, compared to 23 percent who saw fellow Bay Staters as mostly selfish and looking out for their own interests.

Fear was a through-line in the poll, which surveyed 500 Massachusetts residents by landline and cellphone from March 24-27 and had a margin of error of plus or minus 4.4 percentage points.

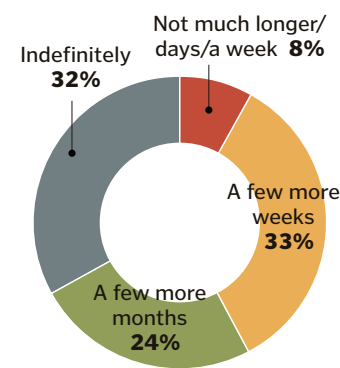
Among respondents, the illness itself posed the bigger threat, as 61 percent said they are more worried about their physical health than their financial well-being, while 32 percent said the opposite.

Three out of four of people surveyed ranked their level of fear as “above average” or higher compared to other major crises they’ve lived through. More than 17 percent said the pandemic had triggered “the highest level of fear” they’d experienced, and 20 percent reported an “extremely high level of fear.”

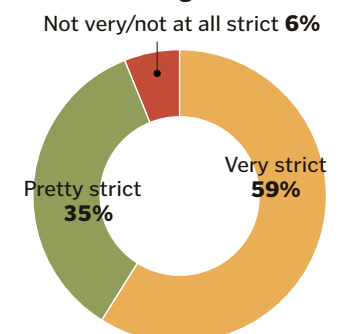
More than 75 percent said they are at least somewhat worried they or someone else in their family will get infected with the virus.

Suffolk University/ Boston Globe poll:

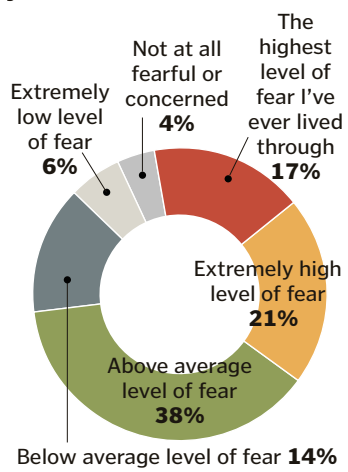
Emotionally, how much longer do you think you can endure your current situation?



How strict have you been about social distancing?



Compared to other major national crises that you’ve lived through, how would you rank your level of fear or concern?



Live telephone survey of 500 Mass. residents, March 24-27, MoE ±4.4%

Mike Kyle, a 32-year-old contractor from Pepperell, lived that fear in recent weeks, when he started battling a fever and his asthma became inflamed. On Monday, he was able to get tested for coronavirus 45 minutes away in Haverhill, where a physician took “a thin little, mean-looking swab” and put it in his nose. “They put it past your nasal cavity up in your sinus,” he said.

He then spent the next three days holed up in a room away from his family. “Not being able to go upstairs and kiss my wife, hold my daughter, change diapers — that was the hardest part,” he said.

He struggled to occupy himself while he waited for the results. “I restrung one guitar, I tuned [two] of them. I gave myself a haircut. I started doing a model. I tried everything.”

Come Thursday, he got his “God sent” results: negative. He plans to return to work Monday.

And while people are most concerned about the health of their families, for many, the pandemic also has sparked financial anxiety. The poll found that 63 percent of people are “very concerned” or “somewhat concerned” about their personal financial situation or employment, and 36 percent said the health crisis already has diminished their regular income.

Lisa Kennedy of Chelmsford is among them. To make ends meet, the 54-year-old said she normally combines her disability payments with odd jobs — cleaning houses, organizing closets, baby sitting. But those have quickly dried up, and she’s asked her utility companies for flexibility in making payments. They’re giving an extra two months, she said.

“I can’t panic. I will do what I can,” she said. Kennedy said she’s 14 years into recovery

from addiction, an experience that has helped her navigate the country’s new reality.

“I’ve lived a life of isolation when I was in active addiction. It feels like that: isolated, almost waiting for something to come get you,” she said. “Because I lived so many years like that, I’m good with my spiritual side, I know I’ll be OK. If I react calmly, wash my hands, stay safe, stay home, stay away from other people, then I’ve done everything in my power. That’s how I get through each day.”

Poll respondents described the psychic toll the pandemic is taking on them, even as they support the measures that have transformed their daily lives.

David Strasburger of Somerville believes tough measures are crucial, but he misses going to temple each week, which he called “a really important mental reset” for him. And while the 54-year-old high school physics teacher wishes he could have friends and family over for dinner, he also misses “being close to strangers and acquaintances. I really miss being able to stop on the way home and sit at a bar, elbow-to-elbow, with people I don’t know.”

Strasburger said he is a relatively patient person, and so believes he can put up with a long shutdown, if necessary. “But it makes me really sad.”

“I’m just a little lonelier, more than anything else,” added Sue Lindmark, 70, of Littleton.

Lindmark spends most winters with friends in Hilton Head and the summer with family at a New Hampshire campground. But she flew back early from South Carolina, and now wonders if her spring and summer will be upended, too.

She said she hasn’t seen any of her 11 grandchildren beyond video chats. She misses outings to the local senior center.

“I like my house, I like my home,” she added. “But I’m 70 years old. How many more years can I have? I’m going to enjoy it. But I feel like I’m afraid of stepping out of fear of not being able to get in.”

While some respondents said they most miss going to the gym or eating out, 49 percent said they miss seeing family members or friends in person the most, the poll found.

David Mobley, 75, has lived alone in Medfield since his wife died six years ago. He is struggling with the isolation, though frequent calls from his two adult sons help, as do his regular Al-Anon meetings, which have moved to Zoom. He is thankful for the kind neighbors whose young children he can see zipping around on their bikes when he goes for walks.

The hardest thing, he said, has been the shutting of the senior centers, which played a central role in his day-to-day life. “I was doing Zumba three times a week, and I was just loving it,” said Mobley. “I was the only guy. I loved the attention,” he joked.

Mobley worries about his pension, and the financial well-being of his sons, both of whom got married last year. In the back of his mind, lurks another fear: “That I would go before I got a chance to see grandchildren,” a life event he yearns for, and which triggers good memories of his wife, who knit baby quilts for each son before she died of a long-running illness.

“Lord,” Mobley said, “let me live to have this experience.”

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