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CONNECTICUT HOSPITALS: Unwavering Commitment in Changing Times

THE CONNECTICUT HOSPITAL ASSOCIATION 2010 ANNUAL REPORT

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ANNUAL REPORT 2010

Unwavering Commitment in Changing Times

Connecticut Hospital Association 92nd Annual Meeting

June 30, 2010

PROGRAM AGENDA

3:30 p.m. – 4:00 p.m.	Registration	
4:00 p.m. – 5:00 p.m.	Business Meeting and Awards Presentation	
	Call to Order	Marna P. Borgstrom
	Invocation	Sister Judith Carey, RSM
	Report from the Treasurer	Richard A. Brvenik
	Report from the President	Jennifer Jackson
	Report from the Chairman of the Board	Marna P. Borgstrom
	Awards Presentations	
	Healthcare Heroes	Marna P. Borgstrom
	AHA Grassroots Champion Award	Jack Barry
	Connecticut's Hospital Community Service Award	Robert Galvin, MD
	John. D. Thompson Award for Excellence in the Delivery of Healthcare Through the Use of Data	Bruce D. Cummings
	Acknowledgement of Outgoing Trustees	Marna P. Borgstrom
	Election of Trustees and Officers	Marna P. Borgstrom
	Remarks of the Incoming Chairman	Christopher Dadlez
	Video Tribute to Retiring CEOs	Marna P. Borgstrom
	Adjournment	
5:00 p.m. – 6:00 p.m.	Station Buffet and Open Bar	
6:00 p.m. – 7:00 p.m.	Keynote Address	Peggy Noonan

CHA gratefully acknowledges the generous Annual Meeting sponsorship by our Platinum Sponsor:



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PRESIDENT'S MESSAGE



This year can long be remembered for several significant legislative initiatives impacting hospitals and healthcare. On the federal level, healthcare reform was enacted, the full effects of which will take years to unfold. At the capitol in Hartford, a contentious legislative session focused on closing a gaping hole in the state's budget brought threats of cuts and the proposed imposition of a hospital tax. CHA actively represented the interests of hospitals in Hartford and Washington, DC, working closely with hospitals to communicate our concerns to lawmakers. Thanks to a unified hospital membership, speaking strongly with one voice, we were successful on key issues that arose during the past year.

2010 will also be remembered for significant change in the leadership of Connecticut hospitals. Several of our long-standing hospital leaders are retiring this year; you will read more about these chief executive officers later in this annual report. We owe these leaders an enormous debt of gratitude and appreciation for their

extraordinary service to our communities—more than 175 years collectively—leading their institutions with vision and integrity. We celebrate their commitment and contributions and thank them for leading and shaping CHA. Their leadership is part of what has made us strong.

Our strength as an association was vividly demonstrated during federal healthcare reform negotiations and in the state legislative session. Our advocacy work on healthcare reform resulted in key beneficial provisions for Connecticut hospitals, and at the state level we successfully helped defeat a proposed hospital tax and prevented hospital Medicaid cuts.

As a hospital community, we continue to stand strong and be forward-thinking as we seek ways to respond positively to the many challenges hospitals face. I am confident that our Association will continue to have a profound impact on the health of the people in Connecticut. It is indeed a privilege to serve hospitals in these interesting times.

A handwritten signature in black ink that reads "Jennifer Jackson". The signature is written in a cursive, flowing style.



During the 2010 legislative session, CHA reviewed more than 2,600 bills and amendments, continually monitored more than 225 bills and amendments, and took action on 95 bills and amendments.

ADVOCATING FOR CONNECTICUT'S HOSPITALS

BY ANY MEASURE, 2010 WAS AN EXTRAORDINARY YEAR FOR CHA'S ADVOCACY PROGRAM.

At the national level, the environment surrounding healthcare reform was in a constant state of flux; while in Hartford, the focus on the budget gap created many challenging moments throughout the legislative session. Yet throughout this turbulent year, our membership worked together to send a strong, consistent message about the criticality of hospitals as communities' safety net. In Hartford, and in Washington, the goals for our advocacy program never wavered: to promote Connecticut hospitals' leadership in patient safety and quality, and to strengthen the financial and operational health of hospitals.

Unlike 2009, the state legislature ended its 2010 session on time, passing a deficit mitigation package that neither raised taxes on hospitals nor cut payment rates. The legislature also passed a bill on adverse events, requiring the Department of Public Health to report events on an individual hospital basis starting in fall 2011. Working with the chairs of the Committee on Public Health and the Attorney General's office, CHA took the lead to work out modifications to the bill that ensure patients have access to appropriate contextual information that will make hospital-specific reporting as meaningful as possible, setting the appropriate balance between a robust adverse event reporting system and meaningful information for healthcare consumers. Also, a much needed medical malpractice mediation program was created as a result of collaboration between CHA, the Connecticut State Medical Society, and the Connecticut Trial Lawyers Association.

After many years of advocating for moving the State-Administered General Assistance (SAGA) population into the Medicaid program, a provision was included in the Patient Protection and Affordable Care Act (PPACA) to enable Connecticut to transfer 45,000 adults from SAGA into Medicaid through a Medicaid

State Plan Amendment effective April 1, 2010, providing increased reimbursement to hospitals and federal reimbursement to the state. CHA applauded the Governor's State Plan Amendment application, which was the first filed in the nation.

Connecticut's hospitals will benefit from other provisions of federal healthcare reform actively advocated by CHA, including a reversal of CMS (Centers for Medicare and Medicaid Services) policy on statewide neutrality for the rural floor, a study on the need for a new Urban Medicare-Dependent Hospital payment mechanism, and an extension of Section 508 wage index reclassifications.

CHA continues to work closely with members of Connecticut's congressional delegation and state legislators to advance hospital issues and address areas of concern. Meetings in Hartford and Washington between hospital leaders and lawmakers are a regular part of CHA's advocacy program. Outreach to candidates, including those running for Governor and U.S. Senate, is in progress as one of the most fascinating political years ever seen in Connecticut winds its way toward August primaries and the November general election.



QUALITY AND PATIENT SAFETY

THE COMMITMENT TO PROVIDING THE HIGHEST QUALITY HEALTHCARE TO THE RESIDENTS OF CONNECTICUT IS THE FOUNDATION ON WHICH OUR HOSPITALS ARE BUILT.

Through CHA, hospitals are able to work collaboratively to share, learn, and apply nationally-recognized, evidence-based best practices. Some highlights:

- This past year, a new two-year collaborative on reducing hospital readmissions for patients with heart failure was initiated and clinical collaboratives on pressure ulcers and patient falls with injury led to advances in each of these areas.
- Connecticut hospitals are committed to eliminating hospital-acquired infections and are active in local and national infection prevention initiatives. For the second year, hospital teams, led by critical care clinicians, have participated in the first national quality improvement initiative aimed at eliminating central line-associated blood stream infections (CLABSIs). The “On the CUSP: Stop BSI” program is co-led by Peter Pronovost, MD, and his colleagues at Johns Hopkins and the AHA Health Research and Education Trust.
- As part of Connecticut hospitals’ commitment to providing the safest surgical care, they are working with the World Health Organization and the Institute for Healthcare Improvement to contribute to the Safe Surgery Saves Lives program, an

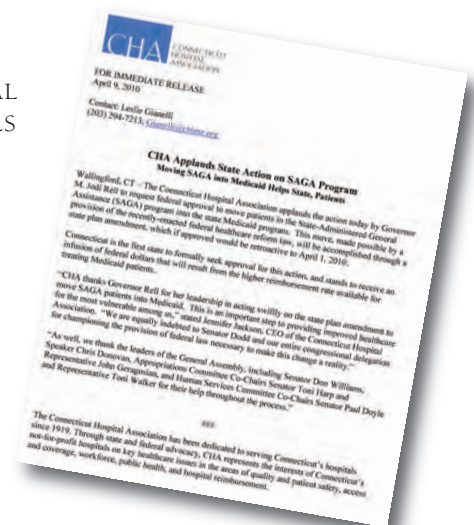
international project to improve peri-operative care around the globe. Surgical teams are also working together through CHA to identify opportunities to reduce post-operative complications.

CHA’s 8th annual *Patient Safety Summit* provided an opportunity for healthcare leaders to learn from and interact with national leaders in patient safety and patient-centered care. David Classen, MD, MS, Chief Medical Officer for Computer Sciences Corporation, was the keynote speaker, discussing methods to monitor the occurrence of adverse events in hospitals. He was joined by Karen Frush, BSN, MD, Chief Patient Safety Officer of the Duke University Health System, who talked about Duke’s “Journey to Improving Patient Safety” following a highly publicized fatal mistake; Timothy Vogus, PhD, Assistant Professor of Management at the Vanderbilt Owen Graduate School, who spoke on “High Reliability Organizations/Managing the Unexpected;” and Julie Ginn-Moretz, Patient and Family Advocate, The Medical Center of Georgia, who addressed the importance of partnering with families to enhance quality and safety. The *Patient Safety Summit* was sponsored by CHA, Qualidigm, and the Connecticut Association of Healthcare Executives.

CHA IN THE NEWS

CHA IS REGULARLY CONSULTED AND QUOTED IN STATE AND NATIONAL MEDIA AS AN AUTHORITATIVE VOICE ON ISSUES RELATED TO HOSPITALS AND HEALTHCARE.

Outreach to media outlets ensures that the hospital perspective is represented on issues including quality and patient safety, workforce development, and the state budget situation. CHA provided frequent comment and information to members of the media regarding the potentially devastating effects of a hospital tax and other budget plans considered during the legislative session. Editorial board meetings with newspapers led to favorable coverage and editorials during critical points in debate at the state Capitol.



COMMUNITY BENEFIT

MORE THAN SIMPLY THE PLACE WHERE PEOPLE GO WHEN THEY GET SICK OR HURT, HOSPITALS CONTINUE TO SERVE AS COMMUNITY LEADERS, HELPING PEOPLE LIVE BETTER, HEALTHIER LIVES.

Hospitals contribute to our individual and communal well-being in ways that extend far beyond their doors.

Hospitals in Connecticut spent \$789 million on community benefit initiatives in 2008, up approximately \$70 million from the prior year. These community services included financial assistance to the uninsured, mobile vans and clinics delivering primary and preventive care, healthy lifestyle education programs, clinics for migrant farmworkers, and services for children and adolescents. CHA's annual statewide report on community benefit, *Keeping Connecticut Healthy: Connecticut Hospitals Strengthening Community Health*, provides an overview of community benefit programs at Connecticut's not-for-profit acute care hospitals.



WORKFORCE DEVELOPMENT AND WORK ENVIRONMENT INITIATIVES

THIS YEAR CHA PUBLISHED THE RESULTS OF THE HOSPITAL NURSING WORKPLACE ENVIRONMENT ASSESSMENT PROJECT, WHICH WAS CONDUCTED IN 2008-09 TO ASSESS STAFF REGISTERED NURSES' PERCEPTIONS OF THEIR HOSPITAL WORKPLACE ENVIRONMENTS.

The results gave hospitals feedback on their work environment to enhance retention and recruitment of nurses.

More than 2,000 staff registered nurses from 20 hospitals responded anonymously to 19 questions about their workplace, and after results were analyzed, each hospital received a statewide aggregate report and a report with individual results for their organization.

Overall survey results were quite positive. Nurses were proud to be working in nursing, and found they were making a meaningful contribution to nursing practice. Although work/life balance is an issue for most everyone in the workforce, the results in the survey were surprising—almost 75 percent of the respondents reported they were able to provide balance between work and home life. In focus groups afterward, RNs cited flexibility of schedule as a huge support to work/life balance. Areas cited in the survey as key reasons for working in the hospital setting included teamwork, the pace of work, the challenges, flexible scheduling, compensation, and the diversity of experience.

The results also indicated that some areas need attention, including allocation of resources and involvement in decision-making. In addition to holding focus groups to clarify the results of the survey, CHA hosted two educational events to begin to address the findings of the survey: a Nurses' Day of Sharing and a special session on shared governance.

Further activities to enhance the work environment of nurses are an ongoing focus of CHA and its members.

CHA continues to work on a variety of other initiatives and educational programs focused on the hospital work environment, including a successful fourth annual *Smart Moves Forum* held during Safe Patient Handling Week. Presented through a collaboration among CHA, the Connecticut Nurses' Association, the Connecticut Association of Not-for-Profit Providers for the Aging, the Connecticut Association of Health Care Facilities, and the Connecticut Association for Home Care & Hospice, *Smart Moves* is a statewide initiative on safe patient handling that aims to improve the health and safety of nurses and other healthcare workers, increase patient safety, and reduce healthcare costs.

In response to member requests, CHA again offered the *Nurse Manager Leadership Academy*, a five-part series modeled after the American Organization of Nurse Executives (AONE) Nurse Manager Leadership Collaborative Learning Domain Framework, specifically designed to meet the development needs of new and aspiring nurse managers. Developed and implemented with the first cohort of nurse managers in the spring of 2008 and repeated in 2009, the program has been enthusiastically received.



EDUCATION SERVICES

CHA'S EDUCATION SERVICES CONTINUES TO OFFER HIGH QUALITY, COST-EFFECTIVE EDUCATION PROGRAMS TO MEET THE EDUCATIONAL NEEDS IDENTIFIED BY MEMBERS.

In the last year CHA delivered more than 46 educational programs to approximately 2,700 participants. Among the subjects addressed were leadership and management skills, reimbursement and regulatory issues, conflict management, and quality and patient safety.

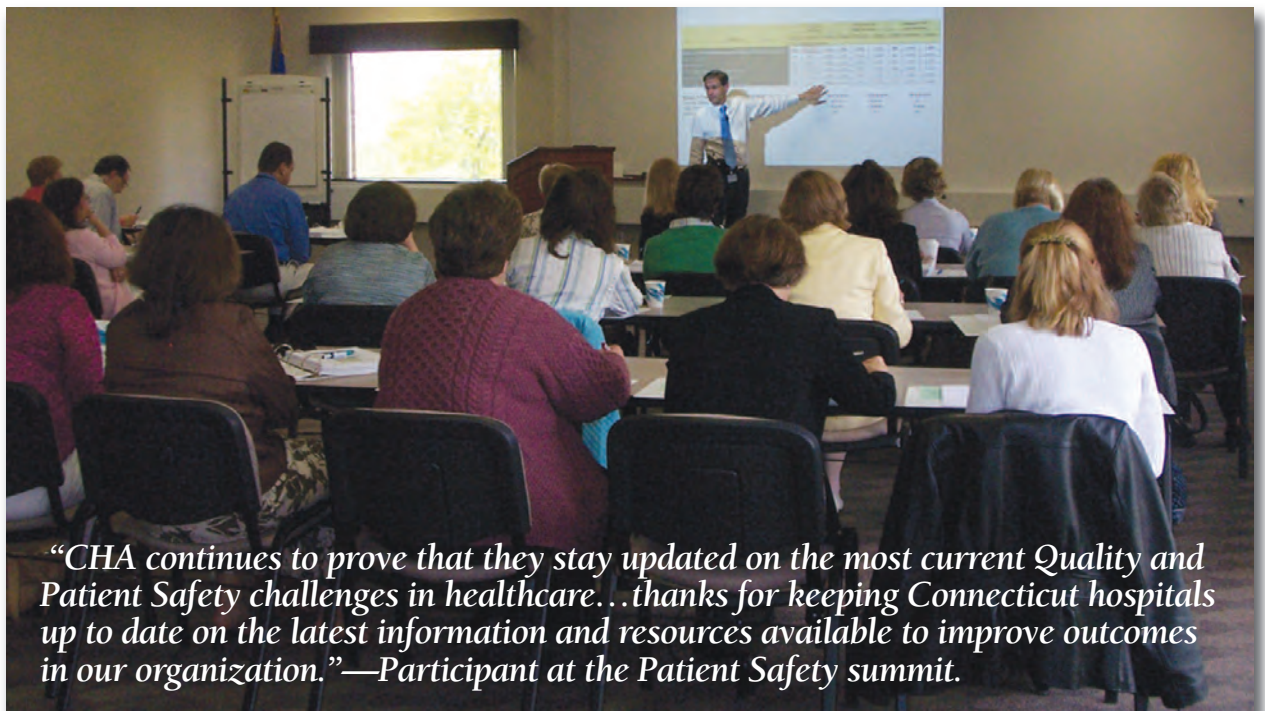
CHA continued its Leadership Program series, bringing national experts to Connecticut, including Ron Galloway, documentary producer, director, and columnist, who delivered the keynote address at the *Healthcare Executive Summit*; Tim Porter-O'Grady, DM, EdD, pre-eminent nursing scholar renowned for his work in leadership and shared governance, who presented the opening and plenary sessions at the Nurse Leadership Forum; Stephen Jencks, MD, MPH, Fellow at the Institute for Healthcare Improvement, who delivered the keynote session at the *Reducing Heart Failure Readmission Symposium* in February; William Berry, MD, from the World Health Organization's Safe Surgery Saves Lives Program, who presented "Improving Surgical Patient Safety" in April

2010 with Verna C. Gibbs, MD, who initiated the National Surgical Safety Patient Initiative "No Thing Left Behind."

Highlights from some of the new education programs introduced in 2009-2010:

- Sessions on the impact of the HITECH Act on HIPAA and IT.
- Forums on HIPAA privacy rules.
- In collaboration with the Connecticut Department of Public Health (DPH), CHA hosted a full-day conference for the provision of care during prolonged public health emergencies.
- An advanced and expanded Quality Institute program: *Crew Resource Management in Healthcare*.

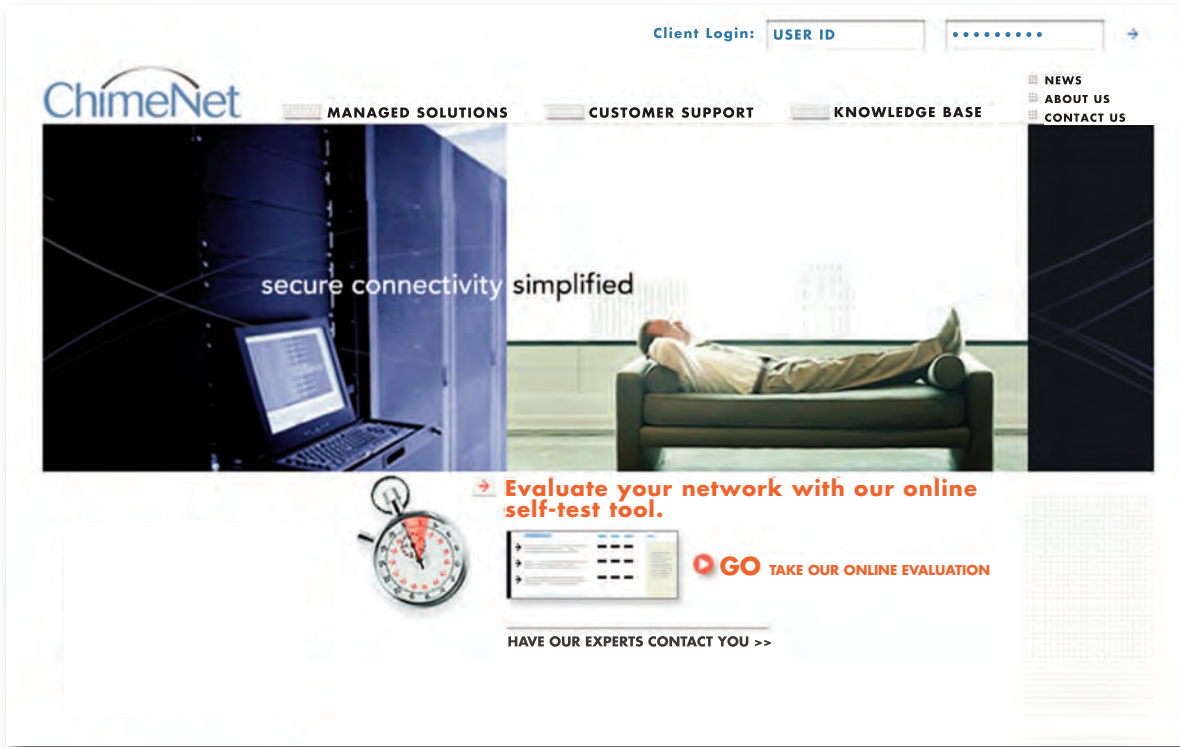
CHA also provided educational support for the Patient Safety Organization's collaboratives, workforce initiatives, and other hospital-related issues.



"CHA continues to prove that they stay updated on the most current Quality and Patient Safety challenges in healthcare...thanks for keeping Connecticut hospitals up to date on the latest information and resources available to improve outcomes in our organization."—Participant at the Patient Safety summit.

CHIMENET

CHIMENET CONTINUES TO PROVIDE SECURE, HIGH-SPEED CONNECTIVITY, INTERNET ACCESS, AND NETWORK SECURITY SERVICES FOR HOSPITALS, PHYSICIANS, MUNICIPALITIES, SCHOOLS, AND OTHER CUSTOMERS.



In addition to helping customers with shrinking IT budgets and the need for ever-increasing bandwidth requirements, ChimeNet assists with compliance issues and disaster recovery. The co-location service that ChimeNet launched in 2009 to support hospitals' disaster recovery plans is growing rapidly, with more than 30 racks of customer equipment located in CHA's state-of-the-art "hot site" data center. The third phase of the project is under way, which will increase the

capacity by 16 racks for a total of 46 for real-time backup of customers' critical computer systems in the event of a power failure or other interruption at their primary location. Hospitals and other customers leverage ChimeNet's high-speed secure backbone to synchronize data between servers at CHA and other locations to ensure 100 percent uptime of critical systems.

DATA SERVICES

CHA DATA SERVICES PROVIDES MEMBER HOSPITALS WITH DATA COLLECTION, MAINTENANCE, REPORTING, AND ANALYSIS THROUGH CHIMEDATA, TOWARD EXCELLENCE IN CARE (TEIC), AND NEW STRATEGIC MEASUREMENT PRODUCTS.

In 2010, Data Services designed and introduced a new product, *Physician Profile*, with the assistance of senior managers and staff from member hospitals. *Physician Profile* joins *Physician Performance* and *Quality Monitoring* to enhance the ability of member hospitals to use data for quality improvement, strategic planning, and efficiency measurement. The new profile responds to The Joint Commission's Ongoing Professional Practice Evaluation (OPPE) requirement by providing hospitals with the most currently available physician-level data that will allow hospitals to perform more extensive benchmarking against many dimensions of quality and performance at the hospital and state levels.

Through ChimeData and TEIC, CHA continues to support hospitals in meeting data collection and reporting requirements for a variety of accreditation, governmental, and regulatory agencies, including The Joint Commission, CMS, OHCA, and the Department of Public Health. This year, Data Services also enhanced and refined HR metrics and PSO Collaborative data collection and reporting in response to member needs.

CHA SHARED SERVICES PROGRAM

THE CHA SHARED SERVICES PROGRAM (CHA SSP) HELPS MEMBER HOSPITALS BY DEVELOPING COOPERATIVE PURCHASING PROGRAMS FOR VARIOUS PRODUCTS AND SERVICES CRITICAL TO HOSPITAL OPERATIONS.

The program, which is open to members at no charge, offers a cost-saving alternative to direct contracting in traditional purchasing as well as local and niche products and services.

in hospitals and to identify qualified minority business enterprises (MBEs) as part of CHA's initiative to promote racial and ethnic diversity in hospitals.

This past year, CHA SSP worked with the Greater New England Minority Supplier Development Council to create opportunities for expanding supplier diversity



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IN APPRECIATION

THE CONNECTICUT HOSPITAL ASSOCIATION EXTENDS ITS GRATITUDE AND APPRECIATION FOR THE DECADES OF THOUGHTFUL LEADERSHIP AND COMMITTED SERVICE OF THE HOSPITAL CEOs WHO ARE RETIRING THIS YEAR. THE ULTIMATE TEST FOR ANY LEADER IS TO LEAVE AN ENDURING LEGACY. FOR THESE LEADERS, THAT LEGACY IS A REFLECTION OF THE HIGHEST STANDARD OF QUALITY IN CARE DELIVERY AND EXCELLENCE IN LEADERSHIP DEVELOPMENT ACROSS THEIR ORGANIZATIONS.



FRANK J. KELLY
President & CEO
Danbury Hospital

Frank J. Kelly is the President and Chief Executive Officer of the 371-bed Danbury Hospital and the President and Chief Executive Officer of Danbury Health Systems, Inc., the

hospital's parent company.

Frank joined the staff of Danbury Hospital in 1977 and served in several administrative roles before becoming CEO, including Administrative Director of Nursing, Vice President of Operations, and Vice President for Planning, and Executive Vice President for Danbury Health Systems, Inc.

He joined the CHA Board in 2005, having worked with the Association for many years as a hospital CEO. The following year, he was elected the Association's Secretary and has held that office since. Frank has been an active member of the Committee on Hospital Finance, and was one of several key players who were instrumental in launching CHA's business and insurance coalition in 2007. His strategic focus, data orientation, and insightful perspective have benefited CHA in myriad ways.

Frank is also a board member of the Greater Danbury Chamber of Commerce, the United Way, and the Voluntary Hospitals of America - Northeast. He has served as a member of the Housatonic Valley Economic Development Partnership, the Community Action Committee of Danbury, the Western Connecticut State University President's Advisory

Board, the Boy Scouts of America, and the Connecticut Red Cross Blood Services Board.

Frank holds a BA and an MBA with a concentration in health services from Wagner College, Staten Island, N.Y. He will retire from Danbury Hospital on June 30, 2010, following a planned two-year leadership transition.



ROBERT G. KIELY
President & CEO
Middlesex Hospital

Robert G. Kiely has been a hospital administrator for more than 30 years and is also one of the longest serving CHA officers. Since 1990, he has been President and Chief

Executive Officer of Middlesex Health System, Inc.

Prior to his work at Middlesex, Bob was chief operating officer at The Stamford Health System in Stamford, CT. He also worked at Suburban Hospital in Bethesda, MD; and The George Washington University Medical Center in Washington, D.C.

Bob joined the CHA Board originally in 1993 as Secretary, rejoining after a brief break in 2001 as Chairman Elect. Bob was CHA's first two-year chairman in recent history, serving as Chairman from 2002-2004 and as Immediate Past Chairman from 2004-2008. He has continued to serve on the CHA Executive Committee, and, over the years, has served at one time on nearly every CHA committee. As Chairman, Bob led a significant strategic planning initiative that resulted in a comprehensive re-

IN APPRECIATION

examination of the Association's direction, structure, and services. In 2008, Bob was the recipient of the T. Stewart Hamilton Award for his distinguished service in both hospital and CHA leadership. Bob's leadership and continued guidance have led CHA to new levels of performance and success.

Bob is also chair of the Board of VHA Northeast, and he serves on a number of industry forums. He is an adjunct professor at The George Washington University. A former member of the JCAHO Hospital Advisory Group, he is a member of the Executive Committee, Middlesex County Chamber of Commerce.

Bob received his BA, magna cum laude, from Georgetown University, where he was elected to Phi Beta Kappa. He earned his master's degree with distinction in hospital administration from The George Washington University in Washington, D.C. He will be stepping down on September 1, 2010, following a multi-year leadership transition plan.



LAURENCE A. TANNER
President & CEO
*Hospital of Central Connecticut
and Central Connecticut Health
Alliance*

Before his retirement in 2010, Laurence A. Tanner served for 23 years as President and CEO of The Hospital of Central Connecticut and its parent organization, the Central Connecticut Health Alliance. During his career, Larry held positions in many Alliance affiliates, including director, president and CEO of CenConn Services, Inc., a for-profit affiliate; chairman and trustee of Jerome Home, a not-for-profit multi-level care facility in New Britain; and a director of Central Connecticut Senior Health Services, Inc., Community Mental Health Affiliates, and VNA of Central Connecticut.

Larry was serving his fifth term on the CHA Board when he retired earlier this year, having first joined the Board in 1986. During his long association with CHA, Larry served on numerous committees addressing

areas including governance, state fund, medical malpractice liability reform, strategic planning, and healthcare reform. He was an active member of the Committee on Government for over a decade and represented Connecticut hospitals on innumerable Washington trips and in meetings with former Congresswoman and Ways & Means Health Subcommittee Chair Nancy Johnson. Larry was recognized for his unstinting advocacy efforts with the 2009 AHA Grassroots Champion Award.

Larry is involved in numerous local, state, and national organizations, serving as chair of the board of trustees of the Capital Area Health Consortium and a member of the boards of directors of the New Britain Chamber of Commerce and VHA Northeast.

Larry earned his bachelor's degree in business administration from the University of Rhode Island and his MPH in hospital administration from Yale University.



JOHN H. TOBIN
President, *Waterbury Health
Network*
President & CEO, *The
Waterbury Hospital*

John H. Tobin, D. Man., is President of the Greater Waterbury Health Network and President/Chief Executive Officer of Waterbury Hospital. John began his career with Waterbury Hospital in 1975 as Assistant Administrator and became Director of Administrative Services and Chief Operating Officer in 1980. He was appointed President and Chief Executive Officer in 1986.

John joined the CHA Board as Secretary in 1988, serving as a trustee until 1990; he rejoined in 1997 and has participated on the Board continuously since. John served as Board Chairman in 2000-2001, during the important transition year when Jennifer Jackson became the new CEO of CHA. He has served as a member of the CHA Executive Committee for 10 years and is completing his third term as DNS Board Chairman this year, having served as the only chair of

IN APPRECIATION

the DNS Board since its establishment in 2004. John is also a long-serving member of the Financial Oversight Committee and many other CHA committees and work groups, all of which have benefitted from his wise counsel. In 2004, John received the T. Stewart Hamilton Distinguished Service Award in recognition of his extensive service and many contributions to healthcare in Connecticut and to CHA. He was also recognized in 2006 for his strong advocacy work with the AHA Grassroots Champion Award.

John currently serves on the boards of the Waterbury Regional Chamber, Waterbury Development Corporation, Naugatuck Savings Bank, Palace Theater, UConn School of Nursing Advisory Board, the Harold Leever Cancer Center, UConn Health Care Administration Program Advisory Board, and VHA Northeast.

John served as a Captain in the United States Army from 1968 to 1972 and received the Bronze Star medal and the Vietnamese Armed Forces Honor medal. He received his bachelor of arts from the University of Connecticut in 1968, an MPH from Yale University in 1975 and a Doctor of Management from the University of Hertfordshire, in the UK, in 2003. John will retire from Waterbury Hospital on December 31, 2010.



ROBERT J. TREFRY
President & CEO
Bridgeport Hospital
Executive Vice President
Yale New Haven Health System

Robert J. Trefry has been President and Chief Operating Officer of Bridgeport Hospital since 1994. In 1995 he also assumed the position of President and Chief Executive Officer of Bridgeport Hospital & Healthcare Services, Inc., Bridgeport Hospital's parent corporation. When Bridgeport Hospital affiliated with the Yale New Haven Health System in 1996, he also was named Executive Vice President of Yale New Haven Health System.

Bob is serving his fourth term as a member of the CHA Board and his second term as CEO Forum Chairman. Bob has served on many CHA committees and work groups addressing areas including governance, state funding, medical errors, and strategic planning—all of which have benefitted greatly from Bob's leadership and engagement. Bob has been an active member of the Committee on Hospital Finance, and chaired CHA's work group on federal healthcare reform. He was also instrumental in launching CHA's business and insurance coalition. In 2008, Bob received the AHA Grassroots Champion Award for his extensive advocacy work.

Bob is also currently a Fellow of the American College of Healthcare Executives and serves on the Board of Directors of the Seaview Avenue Business Alliance. He is past Chairman of the Bridgeport Regional Business Council, and he served on the Governor's Hospital System Task Force in 2007 and the Governor's Bridgeport Economic Development Council. He has served on the boards of Park City Primary Care Center, VHA Northeast Inc., Bridgeport Public Education Fund, Inc., People's Bank, and the United Way of Eastern Fairfield County.

Bob received a bachelor's degree in industrial engineering from the Georgia Institute of Technology and a master's degree in health care administration from The George Washington University in Washington, D.C. He will retire on September 30, 2010.

2010 CHA AWARDS

JOHN D. THOMPSON AWARD FOR EXCELLENCE IN THE DELIVERY OF HEALTHCARE THROUGH THE USE OF DATA

Yale-New Haven Hospital is the recipient of the 2010 *John D. Thompson Award for Excellence in the Delivery of Healthcare Through the Use of Data* for innovative development and implementation of a new metric that simplifies inpatient glycemic management at the nursing unit level. Using a newly developed unit score to incorporate multiple elements that are influenced by team members from a variety of patient care disciplines, Yale-New Haven Hospital improved the inpatient management of blood glucose levels and engaged multiple team members in quality improvement.

The United States Centers for Disease Control and Prevention estimate that approximately 23.5 million adults have diabetes. Inpatient management of diabetes is a major focus at many hospitals; however,

objective assessment of the quality of care in this area remains a significant challenge. Lack of clear and effective performance feedback to clinicians and hospital staff may hinder efforts to improve clinical practice. Over the last four years, Yale-New Haven Hospital has published a quarterly report as a feedback tool, based on capillary blood glucose results, utilizing the “patient day” as the analytical unit. These reports contributed to improvement in blood glucose control, but were cumbersome and complex to the end-user, and did not integrate components of care provided by all members of the patient care team.

The Quality Hyperglycemia Score (QHS) developed by Yale-New Haven Hospital is a simplified grading system representing a single value that incorporates elements of blood glucose management influenced by

team members from a variety of disciplines involved in patient care. Created by an interdisciplinary team led by an endocrinologist and involving professionals from the disciplines of medicine, nursing, laboratory services, information technology, and clinical decision support, the QHS is



Yale-New Haven Hospital John D. Thompson Award Team
L-R: Silvio Inzucchi, MD; Linda Maerz, MD; Karen Scorel MPA, MT; Jean Zimkus, RN; Karrie Hendrickson, RN, PhD; Janis Bozzo, RN, MSN; and Thomas Balcezak, MD.

2010 CHA AWARDS

made up of five components that are directly influenced by the actions of physicians, nurses, patient care associates, allied health professionals, and employees of food and nutrition services. Each component is reported separately and managers and team members can easily see how their performance affected the score. The QHS primarily values overall blood glucose control and rewards minimization of dangerous fluctuations in blood glucose.

The final score for each nursing unit is color-coded for ease of use, incorporating stoplight colors that indicate successful management of hyperglycemia (green), suggesting some room for improvement (yellow), or indicating suboptimal performance in need of improvement (red). The new measurement tool reports a QHS at the unit level, allowing managers and staff to quickly assess their own scores. The tool also allows for comparison among similar units. And, because the QHS provides accessible, simple performance feedback, it encourages staff to take ownership of their own performance and to self-assess for improvement.

The hospital's new blood glucose feedback report was implemented after the first fiscal quarter of 2009, when the first QHS scores were calculated. Since then, it has been rolled out to the adult units in a

preliminary manner for feedback from the managers, clinicians, and staff. Initial qualitative reports indicate that the tool is accurate, easy-to-read, useful, and more fully engages the entire patient care team in improving the quality of inpatient blood glucose management on each unit. Additionally, as of the first quarter of FY 2010, average QHS scores have improved in the ICU settings, while non-ICUs have held relatively steady.

Although both the American Dietetic Association and the American Association of Clinical Endocrinologists have pushed for the development of national benchmarks for comparison of inpatient glycemic management among hospitals, process and outcome measures for inpatient diabetes care remain in the early phases of development. Though state and national benchmarks are not readily available for comparison, Yale-New Haven's results compare favorably with others of hypo- and hyperglycemia management reported in the literature. Yale-New Haven offers the QHS as a simple, accurate, and objective measure of inpatient glycemic management.

CHA is pleased to present the John D. Thompson Award for Excellence to Yale-New Haven Hospital for the development and implementation of the Quality Hyperglycemia Scale.

CONNECTICUT'S HOSPITAL COMMUNITY SERVICE AWARD

The 2010 Connecticut's Hospital Community Service Award, sponsored by CHA and the Connecticut Department of Public Health, recognizes **Stamford Hospital's KIDS' FANS** program for tackling the serious issue of childhood obesity in southwestern Connecticut.

Nearly 50 percent of the five-year olds observed in Stamford Hospital's Pediatric Clinic between 2004 and 2008 were obese, a staggering percentage and ample

evidence that childhood obesity is a major health problem in Stamford as elsewhere. In 2004, the hospital founded **KIDS' FANS – Kids' Fitness and Nutrition Services** – to address this alarming trend, and began building a coalition of concerned partners to carry messages about healthy diet and lifestyle into the community.

The city-wide collaboration grew to include the Stamford Public Schools and a host of agencies that

2010 CHA AWARDS



work with children. With a focus on prevention, advocacy, treatment, and research, and chaired by Stamford Hospital pediatrician Madhu Mathur, MD, MPH, the group developed and endorsed a common message of moderation: “5-2-1-0”: 5 servings of fruits and vegetables; 2 hours of screen time; 1 hour of moderate physical activity; and 0 sugary beverages daily. The KIDS’ FANS fun and family-centered approach to lifestyle intervention and behavior modification is communicated in educational materials published in English and Spanish.

A KIDS’ FANS curriculum was offered in the Stamford Hospital Pediatric clinic, including 12 weekly sessions of nutrition education and hip-hop dance exercise. Parental participation was mandatory and siblings were welcomed. There was no charge to join the program and the statistically significant results showed a steady or lower weight and a lower Body Mass Index (BMI) for most participants. The program was then replicated throughout the community. A Fun Fit Club was created in collaboration with the Stamford Youth Foundation, which serves more than 2,000 children, with scholarships offered to children who qualify.

In 2009, Stamford Hospital established a KIDS’ FANS Wellness Program, a 12-week individualized treatment program, which includes medical, nutrition, social work, and exercise sessions. The results are similar, showing a steady or lower BMI for most participants. While some children continue to gain weight, the program provides the children and their families the tools necessary to make changes when they are ready.

The Stamford Hospital Foundation, which funds KIDS’ FANS, donated \$175,000 to establish fitness centers at Stamford and Westhill High Schools, and also held a “train the trainer” program for Physical Education teachers. Many other positive changes are occurring throughout the Stamford community thanks to KIDS’ FANS. For example, the Childcare Learning Centers, an Obesity Task Force member, now offers fresh fruits and vegetables on its menu, and pre-schoolers are trying new, healthier foods.

CHA and the Connecticut Department of Public Health are pleased to recognize Stamford Hospital’s KIDS’ FANS program for leading the way toward a leaner, healthier community.



2010 HEALTHCARE HEROES CONTEST WINNERS

NITY ORIS, RN

Third-shift Nursing Supervisor

The William W. Backus Hospital

Nominated by: Shawn Mawhiney



A nurse at The William W. Backus Hospital for the past 40 years, Nity Oris has done everything from creating gardens that feed malnourished children to building a library in her Philippine homeland since coming to America as an exchange student in 1967. Her philanthropic efforts resulted in her nomination for the Presidential Award in the Philippines, a biennial honor given to individuals working overseas who make an exceptional contribution to improving the quality of life in their homeland.

Nity has created a foundation to send Philippine children to college, starting with one student who graduated from nursing school. In 2000, she “adopted” a school and, with help from her colleagues at Backus and others, she sponsored a program to provide vitamins and dried milk to thousands of malnourished children. She returns each year to see the children grow healthier—a sight she finds immensely gratifying. In 2005 she funded a project to build a library near the Sagasa School in Bago City in the province of Negros Occidental and has followed up by sending boxes of books and eyeglasses on a regular basis. She packs these items between layers of clothes for the poor farming families.

In 2008, she joined a group of doctors from Yale-New Haven Hospital on a mission to improve health in her beloved homeland. She also contributes in her own community—donating to local soup kitchens and libraries, and sponsoring needy families during the holiday season. She won a Nightingale Award for her dedication to the nursing profession at Backus Hospital in 2006. Nity says a simple proverb motivates her: “When you are gone, people won’t remember that you drove a beautiful car or that you were very rich. They will remember only what kind of person you were,” Nity says. “And you don’t have to give back money—share your skills, read to children, volunteer, do whatever you can do to help.”

2010 HEALTHCARE HEROES

PATRICIA PONIROS, RN

Nurse Navigator/Patient Care Coordinator

Norma F. Pfriem Breast Care Center, Bridgeport Hospital

Nominated by: Donna Twist, MD



Patricia Poniros is a Nurse Navigator and Patient Care Coordinator at the Norma F Pfriem Breast Care Center. For the last five years, Pat has had the responsibility of caring for indigent, low income patients who are at high risk of breast cancer, and whose treatment is complicated by their financial and social situations. Pat coordinates their care and is the hub connecting them with resources that help them throughout their cancer journey.

Pat doesn't just wait for these patients to come along. She works with partners in the community to identify and help uninsured and underinsured women in need of breast care services. In addition to their difficult financial situations, most of Pat's patients are unaware of their risk for breast cancer and what they can do to reduce their risk, including getting an annual mammogram. This means women usually come to the clinic only after they have noticed a problem and their cancer has advanced beyond the early stages. Faced with a diagnosis, they are emotionally raw and don't know where to turn. They put themselves in Pat's hands and depend on her to navigate them through the breast cancer journey on every level—financially, emotionally, medically.

Pat collaborates with an interdisciplinary team to coordinate the best and highest quality care for patients regardless of their insurance status. She brings doctors to the clinic so patients don't have to travel to different locations to get biopsies and other services—which is important for patients for whom bus and cab fare and childcare is often a hardship. She addresses their financial worries, which add stress to an already difficult situation, by coordinating grant and insurance programs for medical care and other expenses. Pat has also been involved in the hospital's community outreach program and mentors and trains nursing staff, passing along her skills so others can help medically underserved women. Pat has a passion for working with these women, spending long days—and sometimes nights—at the hospital to make sure they get the care they need.

2010 HEALTHCARE HEROES

PATRICIA KENNEY, RN, BSN, CPAN

Registered Nurse, Staff RN PACU

Bristol Hospital

Nominated by: Kerry Roy, RN, BSN



Caring, compassionate, and knowledgeable are three words that best describe Patricia Kenney. Pat is dedicated to providing first class nursing care to all patients. She inspires everyone to learn more, and models her care to reflect her motto: “What is in the best interest of the patient?” She strives every day to improve patient safety, patient outcomes, and communication on all fronts. She speaks with enthusiasm and encourages everyone around her to deliver seamless patient care. She lives this in every aspect of her life.

Pat recently organized a successful benefit for a local family who needed a wheel chair van for a woman with multiple sclerosis. The family was able to purchase the van that now enables them to participate in functions outside their home. Pat continues to assist that family with the care of this woman and by organizing the community to be available to help with the family’s needs. She and one of her daughters also went on a church mission trip to the Dominican Republic, providing medical care and attention to hundreds in need. It is her goal to attend another mission trip in the near future.

Pat is a member of the Nursing Executive Council and recently has been leading a diabetes task force committee to ensure that all diabetic patients are provided consistent, quality peri-operative care. Pat is also an active member of the hospital’s Evidence-Based Practice Research Committee. She initiated staff scheduling for the Post-Anesthesia Care Unit and continues to lead the unit in developing a creative and satisfying PACU schedule for staff members. Pat’s smile, bright eyes, tone of voice, and soft touch with her patients is reassuring and comforting to them. She has a calm, caring demeanor—very soothing to patients awakening or emerging from surgical procedures. She never loses sight of what is best for her patients.

2010 HEALTHCARE HEROES

PATRICIA MAGGARD, RN

Nurse Manager, Pediatric ICU

Connecticut Children's Medical Center

Nominated by: Michele Koss, RN, BSN, MS



Michele Koss, left, with Patricia Maggard, right.

Simply by performing her job as a Pediatric Intensive Care Nurse at Connecticut Children's Medical Center, Patricia Maggard makes invaluable contributions by providing quality care for Connecticut's sickest and smallest resources, our children. But it is for other service reasons that Trish also deserves to be recognized.

Although there are many examples of Trish's heroism and qualities as a good Samaritan, one stands out and exemplifies her nurturing characteristics. One day while Trish was enjoying her day off in the park, she heard cries for help and she acted, running to help an elderly unconscious man. She began CPR, and started to pray that she would have the strength to continue until someone else could help her. She later told her peers how she was afraid because she had never performed like this without the support of her trained colleagues and she feared she wouldn't be able to help. She continued to perform life saving measures until a paramedic team arrived and took over. She helped when no one else in the park could or would; she helped when she did not know the circumstances; and she helped because it was the right thing to do.

Many people are labeled a hero in today's world. Many people perform acts of kindness. Trish takes this one step further as a Healthcare Hero. She consistently intervenes where her skill set could be the difference between a person's life and death. She has not made a career of being a nurse, but rather has made her life about being a nurse.

2010 HEALTHCARE HEROES

ROBERT FULLER, MD

Chief of Service, Emergency Medicine Department

John Dempsey Hospital

UConn Health Center

Nominated by: Chris DeFrancesco



Dr. Fuller, right

Dr. Robert Fuller's altruism knows no bounds. Along with taking care of patients and leading the UConn Health Center's busy Emergency Department, Dr. Fuller has developed an expertise in emergency response, working with the International Medical Corps (IMC), where he is part of a select group of volunteer health care specialists ready to deploy to a disaster anywhere in the world within hours.

Within days of the earthquake that devastated Haiti, Dr. Fuller was among the first physicians to arrive in Port-au-Prince. He faced the immediate challenge of trying to get the general hospital up and running, the environment a decimated infrastructure with scarcities of water, food, electricity, and the medical supplies needed to care for the nearly 1,500 people waiting for treatment of wounds, crush injuries, trauma, and shock. The hospital's capacity was 700...before the earthquake.

Dr. Fuller's reputation as a calm-headed, compassionate-hearted medical provider in the aftermath of disaster goes back long before the ground started shaking in Haiti. He was also in the middle of disaster relief efforts in Indonesia after the 2004 tsunami, and in lower Manhattan after the Sept. 11, 2001 attack on the World Trade Center.

Last year, on sabbatical from the Health Center, Dr. Fuller went to Ecuador and helped run a hospital in Guayaquil, the country's largest city, where the poor and underserved make up most of the patient population. In early spring, a team of three physicians and six nurses from the UConn Health Center went on a volunteer mission to still quake-ravaged Haiti. One of them, Dr. Susan Levine, said Dr. Fuller's experiences "inspired many of us to attempt to follow in his footsteps."

2010 HEALTHCARE HEROES

SARAH BRADBURY, RN

Registered Nurse

Hartford Hospital

Nominated by: Danette Alexander, MSN, RN; Karri Davis, BSN, RN; and Patricia Veronneau, MSN, RN



When a devastating earthquake struck Port-Au-Prince, Haiti, in January, most buildings were reduced to rubble. Not even hospitals were spared. Despite the dangerous aftershocks, help quickly arrived from around the world, including Hartford Hospital's Sarah Bradbury.

Sarah was based 30 miles outside Port-Au-Prince in a town called Cabaret. A month after the earthquake, Haitians were still sick and injured. "The survivors were crying and scared," Bradbury said. They sought her assistance for new allergies, upper respiratory tract infections, and palpitations, among other things.

A clinic was set up for three days with nearly 300 people arriving on foot from the surrounding villages for care. Diagnostic equipment was not available. All Sarah had was a blood pressure cuff, stethoscope, portable pulse oximeter, and an oral thermometer. "It put my one year of Hartford Hospital Emergency Department experience to the test," Bradbury said. "I had to refer to what I had seen in the past, tried to match up what I learned back home, with what I was observing in Haiti."

"The great thing about being a nurse here is that I knew I could still be a nurse in a third world country," Sarah said. "People did not speak the same language; therefore, I was limited to smiling and saying that it would be okay." She left Haiti hoping she made a difference, knowing there was not enough treatment to go around.

Sarah made a difference in Haiti, just as she does in the Emergency Department every shift. Her nominators noted: "Not only is Sarah a caring individual but self-motivated as well. She is never content in what she knows but will seek out situations in which she can learn and become a better nurse."

2010 HEALTHCARE HEROES

ANA MARIA REYES-SCOTT, MSW

Clinical Social Worker

Hartford Hospital

Nominated by: **Monica Fowler, LCSW**



Ana Maria Reyes-Scott, a Clinical Social Worker, is one of those lucky people who have found the perfect life's work: she has embraced a profession that matches her passion. Her caring and generous private life outside Hartford Hospital is testimony to her commitment to her work inside. In both realms she stands apart as someone who has truly dedicated herself to helping others.

Ana is assigned to the Adult Ambulatory Practices, where she is compassionate and caring with patients and staff, tempered with a strong dose of practicality. Ana addresses varied problems: assistance with concrete services such as entitlements, substance abuse issues, intimate partner and elder violence concerns, placement for patients who are no longer able to live independently, and even end-of-life issues.

She is an acknowledged expert on community agencies and programs. Last year Ana organized and hosted a Community Resource Fair at the hospital where more than 15 agencies educated patients, their families, and hospital staff about services available to them. Ana is also an active citizen, supporting the community wholeheartedly and has taught her children the spirit of volunteerism as well. Ana's children grew up reading stories to less fortunate children at a local homeless shelter on Saturday evenings. The Reyes family provides dinner several times each year at the same shelter. She believes that "giving back" is a principle children should be taught, and her infectious enthusiasm is hard to resist.

Ana has opened her home as well as her heart to help others. As a foster parent for the Department of Children and Families she has parented infants and teens, continuing to provide housing and emotional support for young adults who consider Ana and her children to be their family. She demonstrates her dedication to helping others in the way she lives her life, whether she's on or off duty.

2010 HEALTHCARE HEROES

RICHARD ZELKOWITZ, MD

Medical Oncologist/Hematologist

Whittingham Cancer Center, Norwalk Hospital

Nominated by: **Mary Nolan and Mary Franco**



Dr. Richard Zelkowitz was instrumental in the development of the Smilow Family Breast Health Center at Norwalk Hospital, which officially opened in 2007. As medical director for the center, he and his staff provide extensive community education on the importance of screening for early detection. Under Dr. Zelkowitz's leadership, the center introduced innovative support programs and services, including the Newly Diagnosed Breast Cancer Support Group, the Breast Cancer Survivor's Group, and the Breast Cancer Partner's Support.

Dr. Zelkowitz is loved by his patients, their families, and his co-workers for his extraordinary level of caring and medical expertise. Catherine Ann Stone, one of his patients and author of *Down to the Marrow*, describes Dr. Zelkowitz as "the oncologist from some comedy club in heaven." She writes, "The long version of his name is Dr. Zelkowitz, but women only call him that once. After the first visit, the one in which he gives you his home phone number and invites you to dinner, everyone shortens his name to Dr. Z."

Dr. Zelkowitz sports something pink each day to bring awareness to breast cancer: his socks are often pink, his cell phone is pink, and he probably has more pink ties than any other person. He and his wife Tammy led the Steering Committee for a benefit walk for the hospital's cancer center for several years. He is the Master of Ceremonies each year for the Breast Cancer Survivor Fashion Show and he always finds time to volunteer at community health events. He does numerous health presentations as a community service for assisted living facilities, libraries, area YMCAs, women's groups, civic groups, and schools. He considers it an honor to be part of his patients' lives. However, he cares so much about his patients that he admits that it is not always easy, especially when they are not doing well. Dr. Zelkowitz's mother passed away from breast cancer while he was in medical school, and as a tribute to her, he has dedicated his life to the care of breast cancer patients.

2010 HEALTHCARE HEROES

MICHAEL C. MATZKIN, DDS

Chairman, Department of Dentistry

Saint Mary's Hospital

Nominated by: Stephen T. Holland, MD



In a poor region of Honduras, patients walk six hours to see Dr. Michael Matzkin. At the end of their journey, they receive much-needed dental care in a makeshift clinic. Many make the grueling journey to the clinic with no shoes; they leave with one of the more than 300 pairs Dr. Matzkin collected from his colleagues. The mission is a testament to Dr. Matzkin's dedication to service. The shoes are testament to the respect and support Dr. Matzkin has earned from his peers during his tenure at Saint Mary's Hospital.

Described by his peers at Saint Mary's Hospital as a "highly respected, highly regarded leader in our healthcare community," Dr. Matzkin is chief of Oral and Maxillofacial Surgery, chairman of the Department of Dentistry, and chairman of Saint Mary's Residency Program in General Dentistry.

During annual visits to developing countries, Dr. Matzkin sets up temporary clinics where he treats dental conditions often unknown in the United States. Dr. Matzkin has been instrumental in planning and developing a dental clinic in a part of Israel prone to conflict. The project is part of a larger mission to expand collaboration between local Arab and Israeli officials in that region. The concept: Working together to improve conditions—including the culture of oral health—breeds peace and improves life for everyone. Closer to home, Dr. Matzkin is well-respected for his "dedication and service to the patients treated in the dental clinic at Saint Mary's Hospital." His longstanding dedication and commitment to his patients and to the community—both home and abroad—is truly exceptional.

PATSY TWOHILL

Manager, Emergency Diagnostic Radiology

Yale-New Haven Hospital

Nominated by: **Cheryl Granucci**



Patsy Twohill, left, with Marna Borgstrom, President and CEO, Yale-New Haven Hospital

In late summer 2002, Patsy Twohill was busy organizing the annual Hackers for Hearts golf tournament that she had started three years earlier. As the tournament drew closer, she worried about the weather, the number of golfers who would sign up, and whether the prizes she had cajoled from area firms were what participants wanted. She was also really worried about getting a heart—a human heart—that would keep her alive after years of struggling with heart disease that she had developed as a result of the chemotherapy and radiation she received as a teenager to cure her Hodgkin's disease.

After being on the New England Organ Bank list for three years, Patsy lay in a bed at Yale-New Haven Hospital working to make her golf tournament a success while she waited for a heart. During her wait and after her successful transplant, she saw first-hand how costs not covered by insurance—such as parking, food and babysitting—can impact a family's budget, and that concern made her work even harder on Hackers.

Today, Hackers for Hearts is in its 11th season and last year raised nearly \$20,000 for patients of the Yale-New Haven Heart and Vascular Center. Within a year of her transplant, Patsy, herself an avid golfer, returned to the game and began participating in the U.S. Transplant Games, which raise national awareness of the need and success of organ donations and transplantations. In 2005, the state of Connecticut honored Patsy for her unflagging support of organ and tissue donor awareness and the Department of Motor Vehicles' donor registry, which makes it easier for Connecticut residents to become organ donors. She is frequently called upon to talk with families who are considering donating the organs of a loved one and is a national spokesperson for donor awareness. Patsy's consistent message is, "If your time has come, what better way to share your life and to give the gift of life than to become an organ and tissue donor. Take the burden off your family by making the decision for them, ahead of time. Transplantation does work. I'm living proof."

If you meet Patsy, be prepared to answer this question: "Have you signed up to be an organ donor?"



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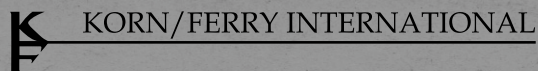
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CHA achieves this mission through:

- Public policy and advocacy on behalf of the interests of hospitals and their related healthcare organizations.
- Leadership and innovative services to further community-based healthcare delivery.
- Strengthening ties and collaborative efforts with other organizations that have common values and aims.
- Innovative research and education in the delivery and financing of healthcare services.
- Leadership in fostering an environment within which integrated delivery systems can be created and thrive.
- Assistance to the membership in ensuring quality, increasing efficiency and effectiveness, containing costs, and enhancing revenue.

Adopted by CHA Board of Trustees, May 13, 1996

Amended by CHA Board of Trustees, January 10, 2000

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