

CONNECTICUT HOSPITALS:

BUILDING

a Healthier

CONNECTICUT



THE CONNECTICUT HOSPITAL ASSOCIATION 2017 ANNUAL REPORT

PROGRAM AGENDA

Connecticut Hospitals: *Building a Healthier Connecticut*
99th Annual Meeting
June 14, 2017

3:30 – 4:00 p.m. Registration

4:00 – 5:00 p.m. Business Meeting and Awards Presentation

Call to Order

Invocation

Report of the President

Report of the Chairman of the Board

Acknowledgment of Outgoing Trustees

Election of Trustees and Officers

Awards Presentations

AHA Grassroots Champion Award

CHA Healthcare Heroes

Connecticut's Hospital Community Service Award

John D. Thompson Award for Excellence in the

Delivery of Healthcare Through the Use of Data

T. Stewart Hamilton, MD, Distinguished

Service Award

Adjournment

5:00 – 6:00 p.m. Station Buffet and Open Bar

6:00 – 7:00 p.m. Guest Speaker

David A. Whitehead

Rev. Catherine D. Wilcox, MDiv

Jennifer Jackson

David A. Whitehead

David A. Whitehead

David A. Whitehead

David A. Whitehead

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



Eugene Robinson

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MESSAGE FROM THE BOARD CHAIRMAN AND PRESIDENT



David A. Whitehead



Jennifer Jackson

It requires vision, unity, and courage to persevere in the face of complex challenges, disruptive forces, and political uncertainty. By any measure, Connecticut hospitals affirmed this year we have all three, as we continued to advocate on behalf of patients for a sustainable healthcare system. Two things are now clear: This is a marathon, and we have the stamina and resilience to continue the fight.

As the state's budget crisis grew, we strengthened our advocacy, deepening our relationships with legislators; focusing on collaborative, long-term solutions; and turning up the volume on our message. We have built and sustained tremendous momentum. Our campaign rings with the voices of tens of thousands of grassroots supporters – real people who are fighting alongside us for quality healthcare – and lawmakers who are more aware of and committed to supporting hospitals as a way of serving their communities.

We know our work is far from over and the final outcome of this year's legislative session remains uncertain. We also know that hospitals are being heard above the din by lawmakers, in a legislative session fraught with potential hardship for many groups. We are grateful for your energy and tireless efforts that enabled us to defend against a variety of proposals that would undermine hospitals' financial stability and threaten access to care. We saw the power of our unified advocacy when

members of the Finance, Revenue and Bonding Committee not only rejected increased taxes for hospitals, they voted unanimously to phase out the hospital tax over seven years, beginning in 2020.

All of this work is integral to this year's Annual Meeting theme, *Connecticut Hospitals: Building a Healthier Connecticut*, which reflects our advocacy focus on building a healthier state – with healthier people, healthier communities, and a healthier economy that comes from a strong hospital and healthcare sector.

Building a healthier Connecticut in the midst of a whirlwind of change takes intrinsic motivation. And the source of such motivation comes from courage and compassion – from the capacity to answer the call to do what's right for patients and communities and to protect healthcare in Connecticut. From embracing the national transformation of healthcare, to coping with uncertainty brought on by a new administration, to advocating against dramatic shifts in state funding and taxes – Connecticut hospitals have and will continue to rise to the challenge. Now is the time to double down on our commitment – to meet the challenges ahead united, and with a singular focus on patients and communities.

On behalf of the CHA Board and the CHA staff, thank you for your energy, persistence, and courage – and allowing us the privilege of serving you.

David A. Whitehead

Chairman, CHA Board of Trustees

Executive Vice President

Chief Strategy and Transformation Officer

Hartford HealthCare

Jennifer Jackson

President and CEO

Connecticut Hospital Association

REPORT OF THE TREASURER



Christopher O'Connor

It is my pleasure to report to you that the financial position of the Connecticut Hospital Association is sound. On May 31, 2017, the Financial Oversight Committee met with representatives of the Association's public accounting firm and management to review the results of the audit for the fiscal year ended April 30, 2017. The auditors issued an unmodified opinion on CHA's consolidated financial statements for the year then ended. In addition to the financial statements, the Financial Oversight Committee has reviewed the other required communications from the auditors. CHA's internal controls are effective and, for the thirteenth consecutive year, the auditors did not issue a management letter. For your reference, the consolidated balance sheet and income statement are included as an insert in the CHA Annual Report.

CHA followed positive operating results in 2016 with solid financial

performance in 2017. During FY 2017, CHA continued to control expenses while enhancing member services and positioning the organization for future growth with initiatives such as expanding markets for quality, data, and IT services, increasing CHA's data holdings, and developing innovative new products and services that will provide additional revenue streams. The Financial Oversight Committee continues to monitor the impact of the frozen defined benefit plan on CHA's financial position; rising interest rates and consistent asset performance drove a decrease in the pension liability, and CHA implemented de-risking strategies to further reduce the plan's exposure to market fluctuations.

Foundational work for the development of CHA's 2018–2021 Strategic Plan is under development. The CHA Board, Financial Oversight Committee, and DNS Board have begun work

to update and refine the Association's strategy, including reshaping CHA's vision, examining CHA's current strategic priorities and direction, and evolving the Association's structure. The DNS Board and Financial Oversight Committee are developing a fair, equitable, and transparent dues and pricing structure that, along with services growth and the development of alternative revenue sources, will provide the basis for CHA's future financial sustainability.



Christopher O'Connor

Treasurer

CHA Board of Trustees

*Executive Vice President
and Chief Operating Officer*

Yale New Haven Health

The Committee has reviewed the budget and business plan for the new fiscal year, which includes growth projections that result in positive net financial performance. The FY 2018 budget reflects the continued implementation of broad-based advocacy at the state and federal levels, supported by membership dues and subsidies from member services. The budget reflects frozen acute care hospital dues as well as growth in ChimeData and ChimeNet.

The Financial Oversight Committee will continue to monitor CHA's financial performance and will provide input and guidance to ensure that CHA remains a financially strong and stable organization to serve Connecticut's hospitals now and in the future.



CLINICAL AND OPERATIONAL EXCELLENCE, PERFORMANCE-BASED REIMBURSEMENT, POPULATION HEALTH

CHA HAS PROVIDED DYNAMIC, INNOVATIVE STATE AND FEDERAL ADVOCACY FOR NEARLY 100 YEARS, as well as high quality, cost-effective products and member-focused services. CHA's work on behalf of hospitals focuses on clinical and operational excellence, performance-based reimbursement, and population health.







CLINICAL AND OPERATIONAL EXCELLENCE

The heart of every Connecticut hospital's mission is its commitment to provide the highest quality care to every patient. Through CHA, hospitals work collaboratively to share, learn, and apply nationally recognized, evidence-based practices to achieve the highest standards of quality and safety.



Connecticut hospitals are leaders in high reliability – a patient safety movement that continues to gain momentum. This year, CHA facilitated the adoption of high reliability across the continuum of care and in other states; collaborations are in place with the New Jersey Hospital Association and the Hospital Association of Rhode Island. Additionally, as part of CHA’s ongoing efforts to identify new strategies to affect culture change through high reliability, a worker safety initiative was launched that will use high reliability principles and practices to keep healthcare workers safe.

In an effort to promote patient-directed care, CHA launched a statewide Patient Family Advisory Council.



Our statewide work to improve patient safety received a boost last October when CHA renewed its commitment to reducing Hospital-Acquired Conditions

and readmissions through the Hospital Improvement Innovation Network, in partnership with AHA. The initiative builds on the work already done through the Centers for Medicare & Medicaid Services Partnership for Patients and reflects a well-deserved vote of confidence in Connecticut hospitals, which have consistently been top performers.

Connecticut hospitals also continue to make progress in the reduction of Hospital-Acquired Conditions, with a focus on the prevention of *C. diff* and surgical site infections, through



partnerships with Qualidigm, the Connecticut Department of Public Health's Healthcare-Associated Infections (HAI) Program, and the Connecticut Surgical Quality Collaborative.

In an effort to promote patient-directed care, CHA launched a statewide Patient Family Advisory Council (PFAC). The statewide PFAC will give a greater voice to patients and families.

Additionally, CHA and Bayer announced a partnership to establish the United States' first ever statewide radiation dose management repository for patients undergoing



CHA and Bayer announced a partnership to establish the United States' first-ever statewide radiation dose management repository.



certain radiological procedures. The repository will use Radimetrics™, a radiation and contrast dose management and analytics tool, which provides clinicians with data needed for them to ensure that patients receive the lowest radiation dosage necessary. Connecticut hospitals are collecting and analyzing data at the statewide level, with the goal of enabling clinicians to share the data and benchmark radiation exposure.

In an effort to improve transparency and efficiency through the use of standardized codes or plain language, reduce errors, and promote safety, CHA formed a subcommittee and launched an effort to standardize the emergency codes used in Connecticut hospitals on a statewide basis and develop an implementation guide to be used by hospitals.

PERFORMANCE-BASED REIMBURSEMENT

This year, CHA continued its sharply focused advocacy in Hartford to build a healthier Connecticut and avoid taxes and regulatory burdens aimed at hospitals.





Throughout the 2017 Legislative Session, Connecticut hospitals leveraged tens of thousands of grassroots supporters across the state to bring their voices to bear in support of healthcare policies that are sustainable and improve quality and access to care. Their efforts drew a strong, positive reaction from lawmakers on both sides of the aisle who, on Hospital Day at the Capitol in April, stood side-by-side with patients, caregivers, and hospital executives at a standing-room-only press conference. Legislators affirmed their support of hospitals throughout the session.

This spring, CHA and hospitals developed and presented an innovative hospital reform proposal that would improve the care experience, make

Tens of thousands of grassroots champions raised their voices in support of healthcare quality and access.

people healthier, and reduce cost. They sought solutions that would maximize federal funding and provide a level of protection in the event of a cap on federal reimbursement.

And, amidst worsening state budget projections, CHA and member hospitals fought proposals to tax their real property, a budget proposal that would increase the hospital tax, and a legislative proposal to impose a sales

tax on not-for-profit organizations including hospitals. Finally, while hospitals supported a measure to establish The Office of Health Strategy, they opposed portions of the Certificate of Need bill that would create an uneven playing field for hospitals, increase regulation, and cause a host of other issues.

Through testimony, direct meetings with legislators, and media efforts,

CHA continued to advocate for programs to aid those most in need – those with issues related to mental health and addiction – and in support of Community Care Teams.



hospitals made clear their vital role in the community and the need to protect them from cuts and taxes.

In April, CHA and hospitals beat back legislative proposals that would have imposed new or increased taxes on hospitals. The Finance, Revenue and Bonding Committee unanimously opposed efforts to increase taxes on hospitals. In addition, for the first time this year, the Committee voted unanimously to phase out the hospital tax over seven years, starting July 1, 2020.

In May, the state's fiscal situation continued to deteriorate, and legislators went back to the negotiating table, with the Governor, Democrats, and Republicans proposing new budgets.

As well this spring, CHA continued to advocate for programs to aid those most in need – those with issues related to mental health and addiction – and in support of Community Care Teams.

In Washington, DC, CHA and hospital leaders met with members of Connecticut's congressional





delegation. Healthcare reform was a major topic of discussion, and congressional lawmakers reaffirmed their commitment to defending the Affordable Care Act and protecting coverage for patients. Hospital leaders asked congressional lawmakers to protect Medicare and Medicaid hospital funding, and support graduate medical education.

Hospitals also asked the congressional delegation to support adequate reimbursement to mental health providers, ensure that federal parity laws apply to Medicaid services, provide relief from recovery audit contractors and unfair Medicare penalties, and support the transformation of the healthcare delivery system.

A woman with blonde hair and glasses, wearing a white cardigan and a yellow scarf, is speaking into a microphone at a conference. She is seated at a table with other attendees. The background shows a large room with many people seated at tables, listening to a presentation. The text 'POPULATION HEALTH' is overlaid on the left side of the image.

POPULATION HEALTH

Connecticut hospitals play a major role in improving the health of the communities they serve by delivering integrated, equitable care and facilitating care coordination and optimization across the continuum.



In 2016, the Committee on Population Health approved a strategy and roadmap to guide the evolution of the Association's work in population health that brings patient safety and quality, IT/data, and new reimbursement models together to implement cost-effective patient-centered care. Leveraging its role as a convener of its members, CHA is helping hospitals achieve this vision through a combination of partnerships with community groups to impact the continuum of care, provision of services that support hospitals' strategies, and legislative and regulatory advocacy. CHA is

*Connecticut hospitals
are leading the way
to better coordinate
patient care.*



implementing strategies to effect systems change across three key areas: care coordination, information flow, and health improvement.

Connecticut hospitals are leading the way to better coordinate patient care through the implementation of the Cross Continuum Patient Reference System – the first statewide provider-based notification system in the country. The Cross Continuum Patient Reference System was created in collaboration with PatientPing, a health technology company, and provides care teams with real-time notifications of patient encounters across the continuum. Since going live in May 2016, more than 270,000 notifications have been exchanged with 286 post-acute providers and ACOs across 10 states.



Collaboration among CHA members and partners continued to have a positive impact on Connecticut patients with chronic asthma through the Connecticut Asthma Initiative (CAI). According to ChimeData, ED asthma visits due to asthma declined by 4.3% in FY 2016 from the prior year. Additionally, there has been a steady increase in the creation of hospital-community partnerships, the number of hospitals training their ED staff in the proper use of inhalers and providing that education to patients, warm hand-offs to primary care providers, and the use of asthma action plans. The CAI comprises members from 94 organizations across the continuum, including hospitals, community organizations,



commercial payers, state government, and educators.

CHA's work in health equity expanded to include the creation of the Connecticut Social Health Initiative. Utilizing grant funding from the Connecticut Health Foundation,



the Initiative will assist hospitals and collaborating organizations to identify and address the social determinants of health for patients at the point of care. In addition, CHA is developing a standardized approach to Race, Ethnicity and Language (REAL) data collection and audit



procedures that will enable robust analytics on health disparities.

This spring, CHA, hospitals, and healthcare partners launched Care Decisions Connecticut, a social movement to help families and patients receive the treatment they want in the case of serious or life-limiting illness. The goal of Care Decisions Connecticut is to integrate patient-directed care strategies to improve palliative/hospice care and quality of life for people in Connecticut with serious illnesses.

CHA is leading two grant-funded projects to improve the health and

quality of care for mothers and infants: The Neonatal Abstinence Syndrome Comprehensive Education and Needs Training (NASCENT) initiative and Improving Knowledge to Decrease Early Elective Deliveries (INDEED). NASCENT uses a regional approach to education to create awareness and increase best practice utilization for opioid prescribing, with a focus on identifying and treating opioid addicted women of childbearing age. The goal of INDEED is to reduce non-medically indicated early elective deliveries throughout Connecticut hospitals.



MEMBER-FOCUSED SERVICES

CHA continues to strengthen its commitment to helping hospitals meet the challenges of a dynamic and rapidly evolving healthcare environment by helping to train the next generation of healthcare leaders; providing critical data, information, and analysis from ChimeData; and offering high-speed connectivity, network security, and data center services from ChimeNet.

CHA's Education Services delivered 97 education programs over the last year, including issue-based forums, leadership conferences, member briefings, and programs in support of the Health Innovation Improvement Network. The various programs reached more than 3,500 hospital leaders, clinicians, and healthcare professionals across the care continuum, helping them stay abreast of critical issues and challenges across the rapidly changing healthcare landscape. The education curricula continued to focus on leadership and management development, regulatory compliance, health equity, reimbursement and financial management, care improvement initiatives, and population health.

New in 2017, CHA offered sessions on USP 800 standards for handling hazardous drugs in healthcare settings for engineers, pharmacists, and quality managers, and a med-surg certification course. Consistent with the strategic goal to deliver issue-based, multidisciplinary programs and cross-continuum learning, CHA held five issue-based forums and member briefings, including sessions on suicide prevention, deaf and hard of hearing compliance, and hospice and palliative care. CHA also partnered with AHIMA to present "Information Governance" strategies and tools.



The CHA Leadership Program series brought nationally recognized experts to Connecticut again this year.

Tiffany Christensen, patient advocate and author, delivered the keynote address at the 2017 Patient Safety Summit; Sharone Bar-David, author of *Trust Your Canary*, was the keynote presenter at the Nurse Leadership Forum; and Patricia Baker, President and CEO of Connecticut Health Foundation, was the keynote speaker at the annual Health Equity Symposium.

ChimeData

This year, ChimeData continued to expand its offerings to provide new innovative data solutions and business intelligence capabilities, including predictive modeling that supports hospitals in the management of

clinical care redesign and navigation of evolving payment models. Products and services include enhanced benchmarking, performance reporting, and analytics on market share, service lines, physician performance, quality and patient safety, and community health and disparities.

ChimeData products and services help hospitals gauge their performance in quality improvement and patient safety, track and trend the utilization of key hospital services, and meet regulatory requirements by collecting, storing, and analyzing administrative claims data from inpatient admissions, ED non-admissions, hospital-based ambulatory surgeries, and outpatient observation encounters from Connecticut member hospitals. In 2016, ChimeData expanded its data holdings to include all hospital outpatient encounters, further enhancing its already robust reporting and analytics.

ChimeData continued its market and product expansion, including partnerships with other state hospital associations to allow hospitals from out of state to utilize ChimeData products and solutions. Six associations, with nearly 900 registered users, now access *ChimeMaps* for geographic visualizations of health data that drive community health planning and population health strategies. Additionally, ChimeData offers data collection and processing services for an additional state, and Hospital Innovation Improvement Network data processing and submission on behalf of three other state hospital associations and their members.





ChimeNet

ChimeNet continues to deliver network security, reliability, and cost effectiveness to its healthcare, education, municipal, and other business clients who need to share content-sensitive information. ChimeNet's co-location facility supports customer disaster recovery and business continuity planning.

ChimeNet's statewide network allows hospitals to communicate securely and effectively with affiliated physician practices, payors, clinics and remote sites, third-party service providers, and each other, and streamlines the technical infrastructure by removing redundant or unnecessary network connections.

The data center infrastructure continues to provide a platform for delivering shared IT solutions for hospitals and physicians, and supports advanced data

analytics and delivery of services to out-of-state hospital associations. In 2017, ChimeNet began implementation of a state-of-the-art private healthcare cloud, which will be ready for production in early FY 2018. This infrastructure-as-a-service offering will allow member hospitals and other customers to configure and consume on-demand compute and storage resources located in ChimeNet's data center for production and backup systems.

Working with hospitals and physicians, ChimeNet is designing new products and services that leverage this infrastructure and reduce costs, facilitate patient engagement, and respond to evolving needs such as telemedicine, home healthcare, and provider collaboration via technology.



AHA GRASSROOTS CHAMPION AWARD



Kurt A. Barwis, FACHE
*President and CEO
Bristol Hospital and
Health Care Group*

The American Hospital Association's (AHA's) 2017 Grassroots Champion Award recipient is Kurt Barwis, President and CEO of Bristol Hospital and Health Care Group. As the 2017 Grassroots Champion, Kurt is being recognized for his exceptional leadership in advocating for hospital priorities such as eliminating the hospital tax and raising Medicaid rates. He has also dedicated considerable time to educating lawmakers on major issues impacting hospitals today.

Kurt, who has led Bristol Hospital since 2006, brings more than thirty years of management and leadership experience in community hospital administration, management consulting, and entrepreneurial business environments to his work. He joined the CHA Board of Trustees in 2007, serving since 2010 as Chairman of the CHA CEO Forum, and is also a member of the Committee on Hospital Finance and the Financial Oversight Committee.

In addition to his leadership at Bristol Hospital, Kurt is Regent-

Elect of the Board of Directors for the Connecticut Association of Healthcare Executives, having previously served as a past President and Co-Chairman of the Sponsorship and Audit Committees. He is a member of the Board of Directors for Qualidigm, the Medicare Quality Improvement Organization contractor for the state of Connecticut, and Co-Chairman of the legislative committee of the Central Connecticut Chamber of Commerce.

Kurt earned a Bachelor of Business Administration from the Wharton School of the University of Pennsylvania, and a Master of Business Administration from LaSalle University. He is a Fellow of the American College of Healthcare Executives, and was a licensed Public Accountant from 1999 to 2007.

CHA congratulates Kurt on this much-deserved recognition and extends its deepest appreciation for his advocacy on behalf of Connecticut hospitals.



CHA HEALTHCARE HERO AWARD



Mary Angelucci, RN

*Assistant Nurse Manager/
Nurse Case Manager, Primary
Care Center
Bridgeport Hospital*

Nominated by Gina Calder

If you ever have an emergency or a problem you can't solve, you will want Mary Angelucci nearby – even if you've never even met her. That's because Mary, who cares for some of Bridgeport Hospital's sickest and most needy patients in the hospital's Primary Care Center, will go out of her way to make sure you get the help you need or figure out solutions to problems you thought were unsolvable.

When a lab test revealed that a patient urgently needed an iron transfusion, but repeated attempts to reach the patient were unsuccessful, Mary drove to the patient's home and left a sealed note on her door asking her to come to the hospital immediately for the transfusion. The patient saw the note and reported to the hospital.

Shortly after this, Mary located a homeless man by making multiple calls to area shelters after a lab test showed his life was in danger. He was miles away, so Mary dispatched an EMS team to pick him up and transport him to the hospital's ER, where he was stabilized.

Last June, while Mary was attending a community meeting in Bridgeport, she noticed a young mother with a toddler who wasn't feeling well. When the toddler suddenly lost consciousness, Mary

assessed and stabilized the child, and accompanied the family to the hospital.

Another time, she met a woman who was living in a cramped apartment without air conditioning or enough food for her five children. First, Mary gathered food for the family. Then she secured two air conditioners, enlisted the help of an electrician to test the units for safety, and delivered them to the family.

Finally, last December, when an Emergency Department patient was very ill and nearing the end of a long battle with cancer, Mary helped to secure the patient's final wish – to become an American citizen.

Mary has twice won the Bridgeport Hospital Quality Award, which recognizes those who best display the hospital's values of patient-centered care, respect, compassion, integrity and accountability.

CHA HEALTHCARE HERO AWARD



**Patrick Broderick, MD,
FACEP**

*Chairman, Department of
Emergency Medicine
Western Connecticut Health
Network
Diplomate ABEM/ABIM, Clinical
Assistant Professor, University
of Vermont, Department of
Surgery*

Nominated by Andrea Rynn

Patrick Broderick, MD, is a “Yes” man. While some don’t appreciate that moniker, in this case it is simply meant to reflect his selfless approach to medicine and life. Pat, as he is fondly called, rarely, if ever, says no when someone needs his help, and he is devoted to the notion of caring for others and easing their suffering in any way he can.

On any given day, you might find Pat guiding EMS response as the regional Medical Director for Western Connecticut Health Network, working with local partners to enhance community preparedness programs, or training the next generation of physicians, physician assistants, nurses, and medical assistants. As the day progresses, Pat moves seamlessly to cover a shift in a very busy Level 2 Trauma Center. He does all of this with a warm smile, deep compassion, a funny joke, and a spirited high-five for a colleague’s job-well-done. He is an exceptional leader of a devoted team, and is especially committed when under pressure in the ED, bringing his razor-sharp attention to everything he does.

Pat is also devoted to serving the needs of the poor. He is the volunteer Medical Director for the Danbury AmeriCare Free

Clinic, where he takes a shift each month to serve the unmet needs of uninsured patients. He traveled on his own time with AmeriCare to provide medical services to the communities affected by Hurricane Katrina, and is a volunteer board member for the Samaritan Pediatric Health Center, a local faith-based clinic in Danbury. He also serves as a Co-Chairman of the Greater Danbury Community Care Team.

Pat is a man of great faith, too. In addition to helping promote the annual Roman Catholic White Mass for area clinical professionals, he uses his vacation time to travel to the sacred Marian shrine in Lourdes, France each year to accompany people who are gravely ill and disabled. And, in his spare time, Pat mentors others by teaching Advanced Trauma Life Support to Western Connecticut Health Network physicians, physician assistants, and community practitioners.

CHA HEALTHCARE HERO AWARD



Philip Corvo, MD, MA, FACS
*Chairman of the Stanley J.
Dudrick Department of Surgery
Saint Mary's Hospital*

*Nominated by Jennifer
Clement*

At a time when the opioid crisis continues to make headlines, Philip Corvo, MD, MA, FACS, Chairman of the Stanley J. Dudrick Department of Surgery at Saint Mary's Hospital, has been working to promote Enhanced Recovery After Surgery (ERAS), a new type of surgery to help patients avoid addiction to prescription painkillers. Philip not only pioneered these innovative techniques at Saint Mary's, he is working with other hospitals to adopt these opioid-sparing procedures so more patients can have gallbladder surgery or a hysterectomy and leave the hospital without a prescription for opioid medication.

The technique he promotes allows patients to return home quickly, with a reduced risk of infection and blood clots, and fewer side effects. As for prescription pain medication, they frequently don't need a single pill.

As President and Co-Founder of the Connecticut Surgical Quality Collaborative, Philip has worked with hospitals across the state and spoken about ERAS nationally. In October, he was honored with the 2016 Connecticut Medicine Healthcare Leader and Innovator Award for his outstanding leadership and commitment to surgical quality initiatives.

Philip has served as Chairman, Department of Surgery, and Director of Surgical Critical Care at Saint Mary's Hospital since 2013. He is a proctor for Intuitive, the maker of the da Vinci surgical robot, and was the first surgeon in New England to perform a single-incision robotic cholecystectomy.

He is a Governor-at-Large for the American College of Surgeons and a Past President of the Connecticut chapter, as well as the National Surgical Quality Improvement Program Surgeon Champion at Saint Mary's.

In addition to his leadership in surgery, commitment to safety, and dedication to quality, Philip continuously reaches out to young people, especially those who show a potential interest in medical careers, with a goal of inspiring them to become part of the healing profession.

CHA HEALTHCARE HERO AWARD



Marilyn Faber, BSN, RN
*St. Vincent's Parish Nurse
Coordinator
St. Vincent's Medical Center*

*Nominated by Bill Hoey and
Lucinda Ames*

Marilyn Faber, a 35-year veteran of St. Vincent's Medical Center, is known for her hands-on healing. Nowhere is this illustrated better than her work at St. Vincent's "medical mission" event for the poor, where she leads parish nurses in washing the feet of homeless people in the community. Once you know everything that Marilyn has done to save lives in the greater Bridgeport area, it's easy to believe that she considers this act a privilege.

A founder of the Know Your Numbers (KY#s) campaign, Marilyn demonstrates a tremendous calling to serve the most needy and has led the hospital's efforts to address three top health concerns affecting Bridgeport area residents – cardiovascular disease, diabetes, and obesity – by performing blood pressure, blood sugar, cholesterol, and BMI screenings. Marilyn realized that the program needed to serve poor people with no access to care where they were – in soup kitchens and food pantries – not the usual clinical settings.

The program has grown under her leadership, from eight sites in 2014 to 13 sites today, with 288 people served this year. Using the same philosophy of going where people are, and through her leadership

of St. Vincent's Parish Nurse Program, Marilyn implemented "Blood Pressure Sundays" at area congregations, where an additional 255 people had their pressure checked in February.

Marilyn is currently working on a Community Development Block Grant to further expand the program. Additionally, she is working with a nutrition educator to develop a class to train food pantry volunteers to help clients make better food choices. She is also working with a Church Council representative, the UConn Rudd Center, and St. Joseph College to implement the "Stop Light" nutritional rating system to further assist pantry volunteers in recommending healthy foods.

Marilyn also possesses a passion for holistic healing and a strong spiritual calling, which has informed all aspects of her nursing career. While she honed her clinical skills as a St. Vincent's maternity nurse, she also learned to perform "Healing Touch" for maternity, cancer, and other patients in need, and is the coordinator for the Parish Nurse program, leading an active group of 76 churches and 222 registered nurses that extends healthcare services through local congregations of all faiths.

CHA HEALTHCARE HERO AWARD



Elizabeth Lanham, APRN
*Emergency Department Nurse
The William W. Backus
Hospital*

Nominated by Steve Coates

Elizabeth Lanham's career as a nurse was humming along just fine. She had a house, a dog, and a great job as an advanced practice nurse in a busy community hospital ED. But she still longed for something more. Elizabeth wanted to give back—or “pay it forward”—for all of the blessings in her life.

After reading a fellow nurse's blog about her experience on a medical mission with orphans in Central America with the group Our Little Brothers and Sisters, Elizabeth said her next move became clear. She took a year off from her job to work with the international aid group that helps orphaned and abandoned children in Latin America and Haiti by providing food, clothing, shelter, medicine, and education.

During her year-long medical mission in Guatemala with Our Little Brothers and Sisters, Elizabeth lived and worked in a facility that housed 300 orphans ranging in age from newborns to teenagers. Her primary job was in the home health clinic, where she coordinated wellness visits, vaccinations, and the need for follow-up care for those with pre-existing conditions.

While she felt like she was truly

making a difference at the clinic, Elizabeth says her most rewarding experience was the work she did after her shift ended. Each night, Elizabeth would feed and put to bed the home's special needs children. One child's experience, she said, will stick with her forever. “He's a quadriplegic who was shot while running away from his house. Many of these children have seen their entire families killed, have been abused physically, emotionally, sexually. Yet, there's this unconditional love they have for [their caregivers] that I've never seen before,” she said.

Prior to going to Guatemala, Elizabeth had done several shorter medical missions to impoverished Third World countries, including a stay in Haiti following the devastating earthquake in 2010. It was her year in Guatemala that was truly life changing, however.

“It has really made me count my blessings,” she said.

CHA HEALTHCARE HERO AWARD



Mary Alsing and Mary Guglielmo

Volunteers

Johnson Memorial Hospital

*Nominated by Ana Maria
Ohan*

This is the story of Mary Alsing, who holds the record as the longest serving Johnson Memorial Hospital volunteer, with 40 years, and Mary Guglielmo, who holds the record for the highest total volunteer hours, with more than 24,000 logged.

The Two Marys, as they are affectionately called by their peers, were born only 16 days apart in May of 1917. Mary Alsing retired as a personnel secretary for the Hartford Board of Education, while Mary Guglielmo worked as a machine operator at Electrolux prior to her relocation to Stafford in 1981.

Regarded by their colleagues as compassionate, steadfast, and humble, both Marys will do whatever is asked of them to help patients and their families. They put the needs of others first, even volunteering on holidays or during snowstorms. Mary G. regularly volunteered on Thanksgiving—Thursdays were her day before she gave up her car, while Mary A. will only “call out” during the worst of snow storms.

Mary A., who delivers refreshments and chats with patients two days a week, is well known and well liked for her charming demeanor. In the words of Reverend Carol

Mento, “As the hospital’s chaplain, I know patients oftentimes feel anxious or lonely, but Mary A. has a delightful way of connecting with them. Several patients have remarked to me about how much Mary’s visits have meant to them. They may not remember her name, but they remember who she was to them, her kindness and her ability to listen.”

Mary G.’s many volunteer hours have nearly all been in the Emergency Department. “She simply loves the ED,” says Pat Lake, former Director of Volunteers, “and would do anything ... even help with fundraising efforts. Her favorite fundraiser, and my favorite memory of her, was a motorcycle ride. She couldn’t wait to man a checkpoint and enthusiastically cheered on the riders, all while promoting the ED. She’s helped with many fundraisers but this one was really cute, the little old lady with all these big, loud motorcycles.”

Their long service is proof that healthcare heroes come in all sizes and ages. They don’t all have MD or RN after their names. Some of them are simply known as Mom, Dad, or, in this case, Mary and Mary.

CHA HEALTHCARE HERO AWARD



Shawn Maynard

*Executive Director, Windham
Hospital Foundation
Windham Hospital*

Nominated by Steve Coates

How does a guy who started his career at Windham Hospital 40 years ago as a substitute switchboard operator become a Healthcare Hero? Shawn Maynard does it one patient, one cause, and one caring interaction at a time.

In 1978, Shawn began his career at Windham as a per-diem switchboard operator. By 1993, he'd risen to the role of Executive Assistant to the hospital president and had assumed oversight of Auxiliary and Voluntary Services. He is now Executive Director of the Windham Hospital Foundation.

The list of initiatives and accomplishments in his career is long and varied. In 1993, Shawn was instrumental in creating a volunteer service credit program designed to help uninsured patients "pay-off" their hospital bills. Each hour volunteered at the hospital was given a dollar value, or credit, that could be applied toward outstanding balances. The program was so successful a news crew visited the hospital to film a segment on the program that aired on the NBC Nightly News in October 1993. In 1997, Shawn worked with CHA to draft guidelines, ultimately approved and used by all Connecticut

hospitals, for the provision of appropriate communication services for the deaf or hard of hearing.

Since 2012, Shawn has worked with the community to raise hundreds of thousands of dollars for crucial programs. Shawn's work with the Windham Hospital Foundation is just a small fraction of his community service, however. He is a long-standing volunteer with the Windham Region United Way, and serves as a Board member of United Way of Central and Northeastern Connecticut. He is also a leading advocate for the American Cancer Society, serving in multiple leadership roles.

And, while Shawn has dedicated his professional life to improving the lives of the people who live in our community and beyond, friends and colleagues will tell you that his one-on-one interactions are truly what make him special. Whether it's holding the hand of a lost elderly patient while guiding her to an appointment, or clearing snow from a nurse's car so she can get home to her family after a 16-hour work day, Shawn has always been there when the Windham Hospital community and patients need him most.

CHA HEALTHCARE HERO AWARD



Shanon Pereira, RN
*Nurse, E3 Progressive Care
The William W. Backus Hospital
Nominated by Steve Coates*

As a child, Shanon Pereira remembers seeing TV footage of the poverty in Haiti and vowing that one day she would do something about it. Now a nurse in The William W. Backus Hospital's E3 Progressive Care Unit, Shanon and her husband spend their vacations on the impoverished island nation working in a mobile health clinic and bringing vital care to people who would normally go without.

"In Haiti, if you don't have money you don't get healthcare," Shanon says. "It's that simple."

Shanon and her husband began making annual medical missions to Haiti with the Groton Bible Chapel shortly after she became a nurse seven years ago. One week each year they team up with local Haitian doctors to provide mobile health services in remote parts of the country, giving health assessments and treating a wide range of conditions, ranging from the common cold to malaria. Shanon also makes education a key component of her time in Haiti, teaching patients about hand hygiene, reproductive health, and food safety.

The mobile medical team is also able to dispense medication thanks to contributions from

companies back home. Shanon says something as simple as Tylenol—to which many residents have never had access—can make a world of difference.

"One man had a tumor [in his abdomen] that was so painful he couldn't even button his pants. He was in tears from the pain. We were able to take his pain away temporarily. That means so much," she says.

The Pereiras have also helped raise funds to build a permanent clinic adjacent to their sister church in Haiti to provide follow-up and continuing care for those who need it after a visit to one of the mobile clinics.

Shanon says this type of work is why she became a nurse in the first place.

"Caring for and helping people when they are at their worst is at the heart of what [nurses] do. I want to help people who can never, ever, pay me back. That's the rewarding part of this," she says.

CHA HEALTHCARE HERO AWARD



Adam Silverman, MD

*Director, Center
for Global Health
Connecticut Children's
Medical Center*

*Nominated by Monica
Buchanan*

Adam Silverman, MD, is an Emergency Medicine and Critical Care Specialist at Connecticut Children's Medical Center, as well as the Director of the Center for Global Health. Though the Center for Global Health is a new entity at Connecticut Children's, improving health outcomes for children around the world has always been a core mission of the hospital and for Adam personally.

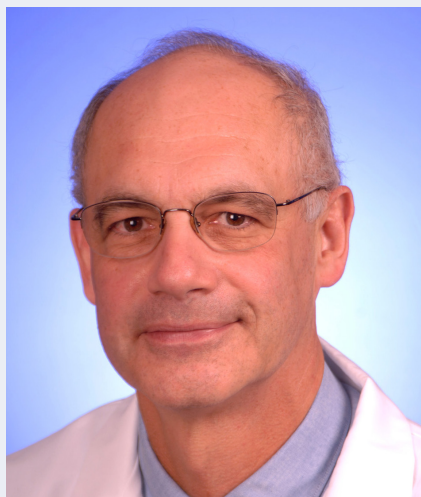
Adam made his 15th trip to Haiti in April of 2016 as a volunteer with Konbit Sante, a not-for-profit organization dedicated to supporting the development of a sustainable health system for the Cap-Haitien community. While in Haiti, Adam provided medical expertise at Justinien University Hospital. He is part of a collaborative program that examines newborn and infant care and works with residents and staff to improve health outcomes. Two years ago, Adam and a team of Connecticut Children's volunteers trained staff members in newborn resuscitations. More recently, they trained that same staff how to be newborn resuscitation instructors so that the process would become self-perpetuating.

At Connecticut Children's, Adam helped to grow the Global Health Initiative, once a volunteer

opportunity for physicians and medical staff, into something much greater. It originally included an abundance of activities and resources, including the annual Global Healthcare Fair, the Global Health Film Festival, and a wide variety of program support. But, as interest grew, so did the need for a designated center. Thus was born the Center for Global Health.

When asked how many children he has helped, Adam admits he has lost track. Even so, he's the first to point out that twenty days a year is not enough time to make a big enough difference. Instead, he says the difference he's making in the world is better measured by the doctors and nurses he has helped train, so that they can train those who are helping children in Haiti year round.

CHA HEALTHCARE HERO AWARD



C. Steven Wolf, MD

*Chairman, Emergency
Medicine*

*Saint Francis Hospital and
Medical Center*

Nominated by Fiona Phelan

As Chairman of the Department of Emergency Medicine at Saint Francis Hospital and Medical Center for the past 13 years, C. Steven Wolf, MD, has been involved with myriad patient safety programs within the hospital walls. But even more important to him are programs in the community aimed at keeping people healthy and out of the hospital.

People-centered care has been a long-standing focus of Steven's career. He led a campaign to reduce underage drinking at concerts and other venues after seeing dangerously intoxicated teens in the hospital's ED, and rallied city leaders to increase police and medical presence at concerts. On Friday nights in the summer, Steven even personally attends rock concerts at venues that attract thousands of fans – and hundreds of underage drinkers – so that he can help avert any tragedy.

Additionally, alarmed by the opioid epidemic, Steven serves as an auxiliary member of the Hartford Police Department's Emergency Rescue Team, a tactical, high-risk team that is the first to enter buildings during narcotics raids. Steven provides medical assistance to those on the scene.

Steven is also a member of the Department of Motor Vehicles Commissioner's Advisory Committee on Teen Safe Driving, and is a founding member and Co-Chairman of Hartford's Community Care Team – a collaboration of more than 30 community organizations working together to provide services, including healthcare, to frequent users of hospital EDs. Community Care Teams develop an individualized plan of care for each person and connect patients with social services, housing, behavioral health, and substance abuse programs.

In addition to his position at Saint Francis, Steven serves as Assistant Professor for the Department of Traumatology and Emergency Medicine at the University of Connecticut School of Medicine, sits on the Connecticut Medical Examining Board, and is the recipient of numerous community awards, including recognition from MADD for his efforts to curb underage drinking. In 2010, he received the Connecticut College of Emergency Physicians' Philip Stent, MD, Award in appreciation for his "leadership and outstanding contributions to emergency medicine."

CHA HEALTHCARE HERO AWARD



Amy Wright

*Administrative Coordinator,
Emergency Department
The Hospital of Central
Connecticut*

*Nominated by Robert Flade,
MS, RN*

Amy Wright, administrative coordinator in the Emergency Department at The Hospital of Central Connecticut, is widely known among her colleagues for her empathetic and nurturing interactions with team members and patients.

This was especially true on a recent Mother's Day. Although the holiday is typically a time spent celebrating the life of someone special, it was a tough day for a daughter whose mother died in the ED at the hospital. As the daughter sat in the room obviously distraught and frightened, with no family support, hospital staff cried at the sight of her suffering.

That's when Amy stepped in and did what she does best.

"It's difficult to put into words what happened when Amy walked into the daughter's life, but I am certain it left a lasting impression on both of their lives," said Bob Flade, RN, Regional Director of Emergency Services. "It's an example of how pain and love coincide in our hearts even amongst strangers."

To this day, Bob said he still gets tears in his eyes when he thinks about the way Amy consoled the daughter and did whatever she could to relieve at least a little of her pain.

Another time Amy's empathy helped make a difficult situation a little easier was when a young child died in the ED. Amy wanted to find a way to lessen the tragedy by doing something positive, and she realized that the child's family had no funds to pay for a funeral.

Amy mobilized the ED staff, reached out to community partners, and took up a collection to help pay for the child's funeral. Because of her work, the family was at least relieved of some of their worry about how to afford a funeral, and the ED staff and community partners felt better knowing they'd done something to help in a situation over which they had no control.

"Working in the ED is very difficult at times," said Mr. Flade. "However, knowing there are beautiful people like Amy who are truly dedicated to helping people during their darkest days is reassuring."

CONNECTICUT'S HOSPITAL COMMUNITY SERVICE AWARD



Hartford HealthCare Center for Healthy Aging

Improving care transitions for the state's most vulnerable patients

Based in Southington, the Hartford HealthCare Center for Healthy Aging provided support last year for more than 18,000 seniors, one third of whom identify as low income.

The Hartford HealthCare Center for Healthy Aging turned out to be a godsend for Rita, a 90-year-old woman with multiple healthcare and social needs. When Rita was prescribed a new medication that made her feel ill, she considered stopping the medication or visiting the ED. The first option could have been life-threatening, and the second would have been very expensive. Instead, Rita called the Center, a free resource and assessment center for seniors and their families that serves as a single point of entry for older people struggling to navigate the complexities of the healthcare system. The Center links seniors with multiple chronic conditions and other complicating socio-economic risk factors to the resources and supports they need to stay healthy.

At the Center, Rita was immediately connected with an assessment specialist who arranged for a return visit to her primary care physician. The doctor prescribed an alternative medicine that Rita was better able to tolerate. With one encounter, Rita felt better and an expensive, unnecessary hospital stay was avoided.

Established in 2004 as a partnership between Hartford HealthCare Senior Services and The Hospital of Central Connecticut, the Center has grown to include sites at five hospitals.

Anyone who calls or walks in has immediate access to a trained professional who can assess the situation and link them with appropriate care and services. This might include meals, transportation, healthcare, or community and government assistance.

The program is funded through an annual contribution from Hartford HealthCare and a grant from the Connecticut Department of Social Services, which saw the value of this model to support low-income elderly clients who are eligible for both Medicare and Medicaid (dual eligible) in the central region. Services for this population include health coaching, home assessments, formal and informal caregiver training, educational events, support groups, screenings (blood pressure, memory, glucose, and cholesterol), and geriatric care management following a hospital stay.

The Center staff includes 12 employees. In addition to providing direct services, the Center has developed and distributed more than 25,000 free copies of its own resource guides and tools that supplement existing educational resources and reflect needs spotlighted in each hospital's community needs assessment. One major area of focus is dementia.

Through the Center, the growing population of seniors is better able to navigate not only the Hartford HealthCare system, but Connecticut's entire healthcare system and community-based support services.

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



**Lawrence + Memorial
Hospital**
*Breathe Well * Respira Bien*

When officials at Lawrence + Memorial Hospital realized that the hospital's ED utilization for asthma and rate of adult asthma admissions was among the highest in the state, they were concerned. Additionally, rates of asthma among Hispanics and Black non-Hispanics were particularly high.

In an effort to address these issues and health disparities, the hospital created the Breathe Well * Respira Bien intervention program, which has resulted in significant improvement in patient outcomes, reduced ED utilization, and greater asthma control among pediatric and adult populations.

Breathe Well * Respira Bien incorporates two areas of intervention: post-ED visits for those in the community, and inpatient/school-based treatment for students. Led by the hospital's asthma self-management coach, the effort addresses gaps and barriers to care, including the fact that pediatric and adult asthmatics and their caregivers sometimes fail to recognize environmental triggers, as well as asthma signs and symptoms, and are unclear about medication and inhaler/spacer use, or even when to call their primary care provider. In addition, among the population most often seen in the ED for asthma, there are significant language and health literacy barriers to care.

New procedures implemented through Breathe Well * Respira Bien include the creation of a special report generated weekly

to track ED utilization for asthma. Based on this report, the asthma self-management coach reaches out to every patient, offering the full intervention, including asthma education workshops in English and Spanish. In the first year, the asthma education/ED outreach aspect of the program has reached more than 500 patients and enrolled 49 participants.

The primary measure of the intervention's impact is the Asthma Control Test (ACT), a five-question tool that asks about symptoms and daily functioning to determine asthma control. ACT assesses the frequency of shortness of breath and general asthma symptoms, use of rescue medications, the effect of asthma on daily functioning, and overall self-assessment of asthma control. Before the intervention, ACT scores showed 16.7 percent of community-based cohort participants had well-controlled asthma; after the intervention, 47.6 percent had well-controlled asthma. In the school-based cohort, 37 percent of participants had well-controlled asthma prior to the intervention; 74.3 percent had well-controlled asthma after the intervention.

The Breathe Well * Respira Bien program is consistent with the hospital's statement of intent on quality, which is to use evidence-based models of care to deliver superior quality and safety in every setting; it also demonstrates that community health workers have a positive impact on health outcomes.

T. STEWART HAMILTON, MD, DISTINGUISHED SERVICE AWARD



Bruce D. Cummings, FACHE
*President and Chief Executive
Officer
Lawrence + Memorial
Hospital*

Bruce D. Cummings, President and Chief Executive Officer of Lawrence + Memorial Hospital for 11 years, and the Immediate Past Chairman of the CHA Board, is the recipient of the T. Stewart Hamilton, MD, Distinguished Service Award. The award, introduced in 1970, is granted to individuals who “contribute significant, noteworthy services to the health of the public.”

Bruce fully encompasses the qualities and accomplishments extolled by the award. He has exhibited exemplary leadership in facilitating the continued growth and success of L+M Healthcare, guiding first its decision to acquire Westerly Hospital and then leading the process of aligning L+M Healthcare into Yale New Haven Health.

On a broader, systemic level, during his tenure as Chairman of the CHA Board, Bruce steered Connecticut hospitals through one of their most turbulent eras. In the face of escalating state taxes, cuts to Medicaid reimbursement, and uncertainty about the future of national healthcare funding, Bruce successfully united hospitals around

the goal of protecting Connecticut’s healthcare environment.

Under his leadership, CHA and its members undertook the most comprehensive advocacy campaign in the Association’s history by launching a new website, running a TV, radio, and digital ad campaign, and leveraging tens of thousands of grassroots supporters from across the state to support sustainable healthcare policies. These efforts, which required fortitude and collaboration, would not have been possible without Bruce’s steady guidance.

Despite these difficult challenges, Bruce, who previously served as Chairman of the CHA Committee on Patient Care Quality and the Committee on Hospital Finance, never lost sight of where the focus of hospitals and the Association must remain – improving quality and safety in hospitals, and finding better ways to serve communities and patients.

During his tenure, CHA and its member hospitals made concerted efforts to eliminate health disparities, improve health equity, and expand coordination of care across the continuum.



Bruce has also been a driving force behind one of the Association's most significant endeavors, the continuing quest to improve quality and patient safety through the use of high reliability science. This effort, which has led to the training of more than 50,000 staff and physicians in hospitals across the state in high reliability science, has resulted in significant improvements in patient safety, including the reduction of preventable harm.

CHA is honored to recognize Bruce as this year's recipient of the T. Stewart Hamilton, MD, Distinguished Service Award.



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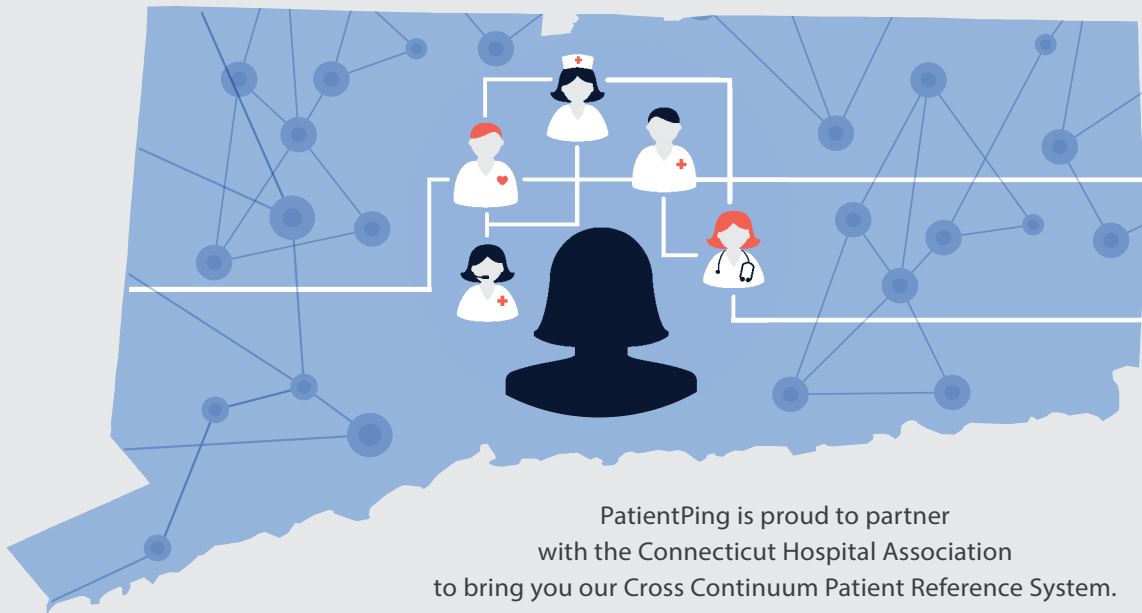
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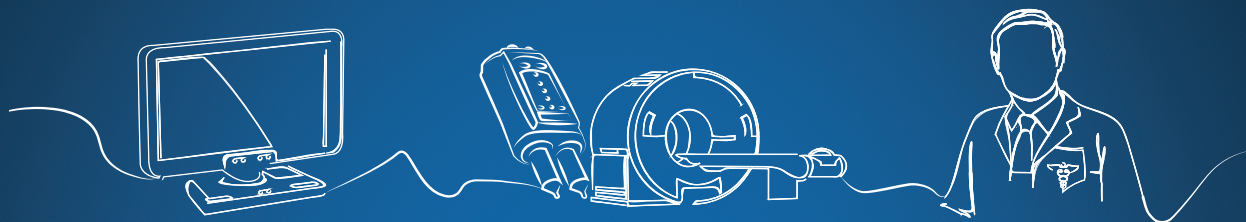
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And we celebrate **Healthcare Hero Mary Angelucci**,
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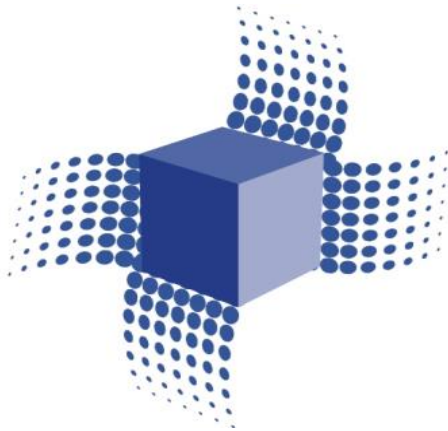
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Our **HealthCare Heroes**, recognized for their efforts to improve the health of our patients, our communities and beyond, include:

- **Elizabeth Lanham, APRN**, *The William W. Backus Hospital*
- **Shanon Pereira, RN**, *The William W. Backus Hospital*
- **Amy Wright**, *The Hospital of Central Connecticut*
- **Shawn Maynard**, *Windham Hospital*

Our **Community Service Award** winner is the **HHC Center for Healthy Aging** for its work to improve care transitions for our most vulnerable older adult patients.

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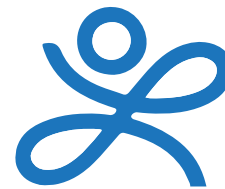
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