



2019 | *A Shared Vision for a* **HEALTHY FUTURE**

THE CONNECTICUT HOSPITAL ASSOCIATION 2019 ANNUAL REPORT



A SHARED VISION FOR A HEALTHY FUTURE

101st Annual Meeting

June 20, 2019

3:30 – 4:00 p.m. Registration

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

Call to Order	John M. Murphy, MD
Invocation	Judith A. Carey, RSM, PhD
Report of the President	Jennifer Jackson
Report of the Chairman of the Board	John M. Murphy, MD
Acknowledgment of Outgoing Trustee and Election of New Trustees	John M. Murphy, MD
Awards Presentations	John M. Murphy, MD
<ul style="list-style-type: none"> AHA Grassroots Champion Award AHA Service Awards 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 	
Adjournment	

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

6:00 – 7:00 p.m. Guest Speaker

Jeff Flake

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



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John M. Murphy, MD

A year ago, as CHA celebrated its first century of service to Connecticut’s hospitals and health systems, we reflected on all that we accomplished in our first 100 years and defined an aspirational future of leading positive change in the healthcare system and improving the health of Connecticut residents. The first year of our second century affirmed that our strength comes from our unity and shared commitment, which is reflected in the theme for CHA’s 101st Annual Meeting: *A Shared Vision for A Healthy Future*.

This past year we began implementing CHA’s transformational 2018-2022 strategic plan that provides a roadmap for building a sustainable, comprehensive, and innovative system of care. The strategic plan focuses on supporting hospitals in delivering the highest quality care, engaging patients, and achieving critical alignment among providers, payers, and policymakers.



Jennifer Jackson

Providing guidance and leadership on issues large and small, CHA has undeniably led the way as a powerful voice representing hospitals and health systems. CHA worked with Governor Ned Lamont’s Administration and legislative leaders to develop a tentative settlement with the state on longstanding hospital tax and Medicaid funding issues. The settlement represents a path forward for hospitals and the state that will keep hospitals strong and strengthen our state’s economy.

Focused on our commitment to patients and families, CHA members developed a shared accountability strategy

for reducing infections, within and across hospitals and health systems. With CHA serving as the convener, clinical executive leadership from every member hospital and health system is at the table, focused on driving organizational commitment, promoting statewide adoption of best practices, and implementing shared behaviors to drive high reliability at the bedside.

CHA is leading innovation in developing new models for improving health – taking on the challenge of addressing social determinants of health. Through CHA, hospitals and health systems are implementing a statewide system of screening and referral that integrates social determinants of health into healthcare practice, effectively addressing social, economic, and behavioral health needs on both an individual and a statewide level.

As we celebrate our achievements, we know there is much work yet to be accomplished. Looking forward, we recognize that challenges remain and require our Association’s continued resilience, unity, and strength. Our commitment to the patients and communities we serve is unwavering; Connecticut hospitals and health systems have and will continue to provide quality, compassionate care to the people of Connecticut.

On behalf of the CHA Board and the CHA staff, thank you for your commitment to patients and communities, for your advocacy, and for allowing us the privilege of serving you.

Jennifer Jackson
President and CEO
Connecticut Hospital Association

John M. Murphy, MD
Chairman, CHA Board of Trustees
Chief Executive Officer
Nuvance Health



**Christopher
M. O'Connor**

It is my pleasure to report to you that the financial position of the Connecticut Hospital Association is sound. On June 14, 2019, 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, 2019. 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 15th consecutive year, the auditors did not issue a management letter.

CHA ended the fiscal year with positive net income from operations of \$203,000, slightly lower than budget; slower than anticipated growth in data and IT services, as well as timing delays, were the primary drivers of the performance variance. The Financial Oversight Committee continues to monitor the impact of the frozen defined benefit plan on CHA's financial position; declining interest rates and

The FY20 plan includes the phased implementation of a sustainable and equitable dues structure, and moderate income growth from CHA's non-advocacy businesses to develop working and investment capital and ensure the Association's long-term financial viability.

asset underperformance drove an increase in the pension liability.

The Financial Oversight Committee has reviewed the budget and business plan for the new fiscal year, which reflects the continued

implementation of the Committee's five-year plan to develop a financially strong and viable Association by repairing CHA's financials, investing in new competencies, and building capital and new business to support additional advocacy growth. The FY20 plan includes the phased implementation of a sustainable and equitable dues structure, and moderate income growth from CHA's non-advocacy businesses to develop working and investment

capital and ensure the Association's long-term financial viability. The Association will maintain several strategies currently in place while the DNS Board completes its strategic planning process, which will include a long-term innovation strategy to capitalize on CHA's data assets and generate the next wave of growth.

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 and health systems now and in the future.

Christopher M. O'Connor
*Vice Chairman and Treasurer
CHA Board of Trustees*

*Executive Vice President and
Chief Operating Officer
Yale New Haven Health*

A SHARED VISION FOR A HEALTHY FUTURE

LEADERSHIP, PATIENTS AND COMMUNITIES, AND A SUSTAINABLE HEALTHCARE SYSTEM

CHA provides dynamic, innovative state and federal advocacy for hospitals and health systems, patients, and communities, enabling its members to succeed in a volatile and changing healthcare landscape.





LEADERSHIP

CHA continued its sharply focused advocacy, working to achieve positive change in Connecticut's healthcare system.



During election season, CHA fostered hospital champions by educating legislative and gubernatorial candidates on hospital and health system priorities. CHA held a series of candidate forums co-hosted with the Connecticut Healthcare Association Collaborative, which includes the Connecticut

Association for Healthcare at Home, the Connecticut Association of Health Care Facilities, the Connecticut State Medical Society, and LeadingAge Connecticut. Post-election, Governor Ned Lamont appointed Griffin Hospital Board member Gerald Weiner and CHA President and CEO Jennifer Jackson to co-lead his Healthcare Policy Committee.

Throughout the legislative session, CHA led vocal and unified hospital advocacy with the Administration and legislators, resulting in the Administration agreeing to reverse the significant negative effects of the APR-DRG Grouper and Weights issue on hospital Medicaid funding. CHA worked with Governor Lamont's Administration and legislative leaders to develop a tentative settlement with the state on longstanding hospital tax and Medicaid funding issues. The settlement represents a path forward for hospitals and the state that will keep hospitals strong and strengthen our state's economy.

Connecticut hospitals and health systems contributed \$27.7 billion to the state and local economies in 2017, and generated 204,000 jobs.



CHA and hospitals also advocated with a unified voice in opposition to provisions in Governor Lamont’s budget that would negatively impact hospitals and health systems. With physicians, nurses, grassroots advocates, and hospital administrators, CHA testified against the detrimental portions of the Governor’s budget before the Appropriations

and Finance, Revenue and Bonding Committees.

CHA’s advocacy tactics included meetings with more than 40 newly elected legislators, legislative leadership, and members of Governor Lamont’s Administration to emphasize the significant contributions made by hospitals and health systems both to the state’s economy and to the communities they serve. Connecticut hospitals and health systems contributed \$27.7 billion to the state and local economies in 2017, and generated 204,000

jobs. Additionally, they provided more than 12 million community benefit services to individuals and families at a cost of \$1.7 billion — that’s 15.4 percent of total hospital revenue. Those services are wide-ranging, geared toward addressing social determinants of health, improving health equity, and targeting needs in the communities. CHA amplified its advocacy efforts through a high-touch communications campaign targeting legislators and the public, and leveraging patient voices for advocacy on social media; the expanding grassroots support base comprises more than 40,000 Connecticut residents.

CHA advocacy on other important issues during the 2019 Legislative Session included paid family leave, trauma center fees, the use of helmets by motorcycle operators and passengers, limiting “on-call” shift scheduling, addressing opioid use, increasing the legal age for purchasing tobacco products, telemedicine, certification for community health workers, and property taxation of hospital outpatient facilities. CHA continued its advocacy on the importance of organ and tissue donation, as well as injury prevention.



Leading Through Workforce Development

CHA Education Services provide opportunities for healthcare professionals across the care continuum to develop skills and insights that help them respond to critical issues and challenges confronting the rapidly changing healthcare landscape.

Throughout the year, CHA offered exceptional programs designed to meet the ongoing and emerging needs of healthcare professionals that focus on executive leadership, management skill building, quality and patient safety, diversity and inclusion, accreditation and regulatory compliance, and emerging issues including worker safety and social determinants of health.

These programs brought nationally recognized speakers to Connecticut, including: Ben Nemtin, *New York Times* bestselling author and star of MTV’s *The Buried Life*, who energized the *2018 Nurse Leadership Forum*; Jeff Thompson, MD, former CEO at Gunderson Health System, who delivered the annual *Patient Safety Summit* keynote address; Mitchell Levy, MD, a founding member of the

CHA delivered 65 educational programs to 2,750 hospital leaders, clinicians, and healthcare professionals.

Surviving Sepsis Campaign; Pritpal Tamber, founder of the Creating Health Collaborative, who provided the keynote address to kick-off CHA’s *Statewide Collaborative to Address Social Determinants of Health*; and David Williams, PhD, Professor of Public Health at the Harvard T.H. Chan School of Public Health, who headlined CHA’s *8th Annual Health Equity Symposium, Improving Health Equity: Bias and the Impact on Disparities in Health Outcomes*.



ChimeData and ChimeNet Expand Services

ChimeData and ChimeNet, CHA's data and technology affiliates, continue to leverage and expand their capabilities to enhance hospitals' and health systems' clinical integration strategies, drive quality improvement, and deliver shared IT infrastructure solutions.

ChimeData analytic products and data services continue to assist hospitals and health systems in gauging their performance in quality improvement and patient safety, tracking and trending the utilization of key hospital services, supporting population health strategies, and meeting regulatory requirements by collecting, storing, and analyzing hospital claims and real-time data. ChimeData maintains the most comprehensive hospital database in the state,

containing more than 60 million patient encounters dating back to 1980.

All ChimeData products are enhanced quarterly with new features and functionality. ChimeData's latest product innovations include a *Community Health Profile* and an *Executive Summary*.

The ChimeData *Community Health Profile* allows users to generate reports that comprise key insights, trends, and actionable drivers. The underlying data include demographic and socioeconomic factors, as well as leading health indicators, to support member hospitals and health systems with their community health needs assessment.

The ChimeData *Executive Summary* provides a snapshot of hospital performance on important indicators in the



areas of utilization, quality, and patient safety, and combines analysis from the suite of ChimeData products and solutions, Connecticut state benchmarks, as well as multiple data sources including National Health and Safety Network (NHSN) and CMS Hospital Compare data.

ChimeNet continues to be a leading data networking integrator, delivering network security, reliability, and cost effectiveness to a diverse portfolio of clients who need to share content-sensitive information, access the Internet securely, and deploy state-of-the-art networking equipment.

ChimeNet's vision for the future includes providing secure and highly available cloud services through a flexible pay-as-you-go consumption model. Its private cloud service offers a go-to solution for clients that demand to know where their data is located, and how it is being secured.

Through its data center infrastructure, ChimeNet delivers IT solutions that reduce costs, facilitate patient engagement,

and respond to evolving needs such as telemedicine, home healthcare, and provider collaboration via technology. The data center infrastructure provides a platform for delivering shared IT solutions and the delivery of services to entities across Connecticut and beyond its borders.

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

ChimeNet's capabilities support customer disaster recovery and business continuity planning, while its statewide fiber data network allows hospitals, municipalities, academic institutions, and corporate clients, to communicate securely and effectively.



PATIENTS AND COMMUNITIES

CHA leads and unifies members in collective action to improve clinical outcomes, patient experience, and community health so that Connecticut hospitals and health systems are acknowledged as leaders delivering the highest quality care.



To achieve this strategic plan objective, CHA and Connecticut hospitals and health systems began a new effort to improve Connecticut's national performance ranking on publicly reported measures. Implementation of a statewide collaborative is underway to engage clinical executive leadership to drive organizational commitment, promote statewide adoption of best practices, and implement shared behaviors to drive high reliability at the bedside. Building on Connecticut's seven-year commitment to high reliability, CHA is developing a

program of mutual accountability for reducing infections within and across hospitals and health systems.

Extension of high reliability work also continues through the *Safer Hospitals Initiative*, a statewide effort to enhance worker safety, minimize workplace violence, and support workers. Through the Initiative, CHA, hospitals, and health systems developed standardized job hazard assessment templates, established standardized approaches that include violence and data definitions, assessed protective equipment and devices, and provided tools and education

PATIENTS AND COMMUNITIES

for early identification of the propensity for violence, crisis response team structure and roles, and post-event analysis and action plans.

Patient-centered care is another commitment built on the platform of high reliability. CHA continues to build on the ongoing success of the Institute for Healthcare Improvement patient-centered co-design methodology and utilize the design principles at the microsystem level in *Patient Family Engagement Innovation Units* established across the state.



Medical-surgical staff and patient advocates are improving the culture of patient- and family-centered care within the microsystem, and embedding processes and behaviors that will support and sustain the culture.

Through the *Social Determinants of Health Initiative*, Connecticut hospitals and health systems are working on a groundbreaking effort to address social determinants of health, as well as improve healthcare effectiveness and population health. Hospitals are screening for social needs such as housing, food insecurity, and transportation, and



referring people to community-based organizations (CBOs) as part of healthcare practice; CHA is complementing this work with software to track social needs and provide closed-loop referrals to CBOs that provide needed services, ensuring the integration of social determinants data with healthcare data. The technology will assist in developing a comprehensive view of patients' health in Connecticut and, using data mining and analysis tools, identify critical social needs that are unmet statewide. CHA advocacy will then focus on addressing underlying system and resource issues and developing an approach to legislative and regulatory changes to increase resources, reduce barriers to care, and improve health outcomes. Complementing this work, the Committee on Population Health oversees



the Health Equity Advisory Council, which is developing approaches to advance health equity and eliminate health outcome disparities.

New models for improving health that help integrate and coordinate care include the Cross Continuum Patient

Reference System, in partnership with PatientPing. This patient-centered platform connects multiple providers in real time to improve care outcomes for patients. To date, CHA has partnered with Connecticut hospitals and health systems to send more than 2 million notifications to nearly 400 post-acute providers, Accountable Care Organizations, and Provider Organizations across 22 states.

Maternal-child health and Neonatal Abstinence Syndrome, as well as efforts to combat the opioid epidemic, continue to be priority areas in population health. Federal grants have enabled Connecticut hospitals and health systems to receive free Narcan kits in their emergency departments, and introduce the use of recovery coaches to assist people who are admitted with opioid overdose and other alcohol- or drug-related medical emergencies and connect them with substance use disorder treatment and services.



SUSTAINABLE HEALTHCARE SYSTEM

To best meet the needs of the patients and communities they serve, Connecticut hospitals and health systems require an adequately resourced, efficient, and effective system to deliver care.



CHA advocacy remained focused on addressing the hospital tax, achieving adequate funding for Medicare and Medicaid, and supporting a regulatory framework that facilitates the transformation of the delivery of quality care as hospitals and health systems move toward integrated care delivery and alternative payment models.

At the federal level, CHA urged Congress to increase access to coverage, ensure comprehensive health insurance for every American, strengthen the marketplaces by reinstating cost-sharing mechanisms, and support robust enrollment efforts. Protecting patients from “surprise” medical bills was both a national and state issue; CHA supported comprehensive federal legislation and existing state laws that work.

CHA collaborated with Connecticut’s federal delegation



to reject proposals to reduce hospital and health system resources, support policies that would promote access, preserve payments for legitimate differences between care sites (so called “site-neutral” cuts), rein in escalating drug prices, support physician training by rejecting reductions to payments for graduate medical education, support the Resident Physician Shortage Reduction Act Of 2019; support the 340B Drug

Pricing Program; and delay Medicaid DSH cuts.

Adoption of or opposition to these measures will ensure that Connecticut hospitals and health systems have the resources required for a sustainable healthcare system – one that leads in creating a shared vision for a healthy future.



David A. Whitehead
*Executive Vice President,
Chief Strategy and Transformation Officer
Hartford HealthCare*

The American Hospital Association's (AHA's) 2019 Grassroots Champion Award recipient is David A. Whitehead, Executive Vice President, and Chief Strategy and Transformation Officer, Hartford HealthCare.

As the 2019 Grassroots Champion, Dave is being recognized for his exceptional leadership in educating elected officials on how issues affect hospitals' ability to serve their communities or perform their vital role, as well as his commitment to broaden the base of community support for hospitals and health systems. During his tenure as Chairman of the CHA Board, he worked tirelessly to ensure that the hospital community was united in its advocacy and

spoke with a strong and unified voice.

Dave is Immediate Past Chairman of the CHA Board of Trustees, and currently serves as Chairman of CHA's Committee on Population Health, and is a member of the Financial Oversight Committee and CHA's Diversified Network Services Board.

Since 2016, Dave has served as Hartford HealthCare's Executive Vice President, and Chief Strategy and Transformation Officer. His current role involves creating a high-quality, integrated, accessible health network for communities in Hartford HealthCare's service area. Prior to that role, he was President of the Hartford HealthCare East Region, which includes The William W. Backus Hospital, Windham Hospital, and a growing number of outpatient and ambulatory centers throughout Eastern Connecticut.

Dave has been involved with a wide variety of community organizations. He has held leadership positions on the Board of Trustees for the Norwich Free Academy, a regional independent high school, United Way, Three Rivers Community College, and Hospice Southeastern Connecticut, and has served as Chairman of the Chamber of Commerce of Eastern Connecticut, and has been recognized as Eastern Connecticut Citizen of the Year.

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





 American Hospital Association
100 YEARS OF SERVICE

Congratulations to Greenwich Hospital, Lawrence + Memorial Hospital, and Saint Mary's Hospital for celebrating their centennial membership with the American Hospital Association (AHA). The AHA became an organization of institutions in 1919.



Melissa Beecher, RN
The Charlotte Hungerford Hospital Maternity Center
Nominated by Tim LeBouthillier

Melissa Beecher, RN, has been a nurse at The Charlotte Hungerford Hospital Maternity Center for nine years. Just over a year ago, Melissa and her husband suffered the loss of their son, Cameron, at birth.

Melissa's positive nature helped her turn this devastating and life-changing event into a way to assist and comfort other families who are experiencing the same tragic situation and heartbreak of losing an infant.

Melissa learned of the Cuddle Cot system, a cooling device and bassinette, developed in the United Kingdom and brought to the U.S. in 2013. This effective system allows families to spend extra time with their baby by regulating the child's temperature after

a stillbirth. That gives angel parents the choice of extending their bonding time with their child as they begin the complex process of grieving their loss.

Both her own personal experience and her knowledge as an OB nurse gave Melissa the incentive to take action. She was able to channel her grief to help others by raising money to purchase a Cuddle Cot for The Charlotte Hungerford Hospital, as well as one for another local hospital.

At The Charlotte Hungerford Hospital, the most difficult journey of loss and healing for parents who lose a child at birth can now start with family memories, which are made possible by Melissa's thoughtful generosity in the face of her own sorrow. The hospital is grateful to Melissa and her family for their selfless act of kindness in donating the Cuddle Cot to comfort angel parents.



Howard Boey, MD
Otolaryngologist
MidState Medical Center
Nominated by Amanda Blaszyk

Howard Boey, MD, has been heeding the call to heal impoverished populations for more than a decade by bringing specialized surgeries to patients in Ecuador. His inherent humanitarian spirit moves him, literally 6,000 miles round trip a year, to care for children and adults who need head and neck surgery, but who barely have access to basic medical services. In the last 15 years, he has performed more than 400 procedures.

A board-certified otolaryngologist, Howard specializes in robotic surgery and head and neck cancers at MidState Medical Center. In Riobamba, Ecuador, which is hours by car from the country's capital, Howard primarily performs surgeries on children with deformities such as cleft lip or palate. He travels with a contingency of colleagues from across the country that he's assembled over the years, including general surgeons, anesthesiologists, and women's health specialists.

Through generous donations and a strong relationship with Partners for Andean Community Health, a clinic was built to accommodate the needs of the indigenous people. Howard performs his surgeries and follows up with his patients in this not-for-profit clinic, which houses a primary care service and two surgical suites. Patients with deformities often need multiple surgeries and Howard typically follows his patients for years.

Howard brings his strict medical standards to Ecuador by maintaining a focus on quality in the clinic. Best practices related to infection rates, sterilizing equipment, laparoscopic surgeries, and endoscopic procedures are utilized.

Local newspapers, radio stations, and television programs announce Howard and his team's arrival in advance. Rural doctors often refer patients who need expert care to the clinic. In the one week each year that he practices in Riobamba, Howard performs 25 to 30 procedures.

Howard is a kind and thoughtful physician who carries the sentiment of his Ecuadorian patients when he's practicing medicine in Connecticut. The history of his travels translates into compassionate care in every exam room.



Chas Broadus
Surgical Technician
Yale New Haven Hospital
Nominated by Mary Beth Cannata, RN

Caring, compassionate, and considerate are words that co-workers use when they describe their colleague Charles "Chas" Broadus, a surgical technician at the Saint Raphael Campus of Yale New Haven Hospital. Whether it's providing reassuring words to patients in the operating room or helping colleagues through difficult times, Chas is the first to lend a hand.

Chas has endless compassion and love for everyone in the operating room, but he has taken one person in particular under his wing. "Bob" (not his real name) has worked at the hospital for many years and, with his health declining, often falls on hard times with no family to assist. Over the past year, Chas has taken Bob out to dinner, often for no special occasion, but just to help him know that someone cares about him, and he is not alone.

When the operating room staff took up a collection to help Bob, it was Chas who purchased a recliner to help him relax. It was Chas who made several trips to the dump to clear out Bob's apartment and removed his washer and dryer to his own home so Bob could move into a new apartment.

When he's not helping Bob, Chas is helping others. This past Christmas, Chas donated his bonus to a man that had been diagnosed with stage-four colon cancer who had no medical insurance.

Chas does not know the words "I can't." He frequently switches work hours with anyone who asks for a better shift. When the sterile processing department gets backlogged and overwhelmed with work, Chas spends hours helping the department so the OR can run effectively with the instruments they need.

Chas greets everyone who enters the operating room and assures them they are safe and that they will get the best care possible.



James Carilli
*Interventional Radiology Technologist
Saint Francis Hospital and Medical Center
Nominated by Elia Smalls*

When he was six years old, James Carilli was diagnosed with acute myeloid leukemia. Leukemia is the most common cancer in children and teens, accounting for almost one out of three cancers.

Today, James has been cancer free for 27 years. His personal health history led to his interest in medicine and decision to work in the field of radiology. James has worked in Radiology at Saint Francis Hospital and Medical Center since 2008 and was a Colleague of the Month winner in 2017.

James founded the Drive to Survive Foundation, which holds an annual Halloween event to raise money to help families with children who have been diagnosed with cancer. The organization also seeks to provide positive inspiration to help fight childhood cancer. The success of last year's event provided financial support to help two families in need.

"James is extremely passionate about helping kids with cancer. He is a role model and shows them that they can also beat this disease as he has for the past 27 years. If anyone is a "Healthcare Hero", James most certainly is," said Elia Smalls, his co-worker and nominator.

James also uses his passion for monster trucks to raise awareness about childhood cancer. Along with his brother Joe, James operates Carilli Brothers Motorsports, and together they showcase their trucks Valiant Warrior and Fighting Chance at area events to raise awareness about cancer.



Waseem Chaudhry, MD
*Cardiologist
Hartford HealthCare Heart and Vascular Institute
Nominated by Susan McDonald*

The moment Waseem Chaudhry, MD, examined a woman whose veins were protruding, filled with patches of yellow and red bumps because of her high cholesterol, he knew he was far, far away from his Hartford office. Waseem, a cardiologist at the Hartford HealthCare Heart and Vascular Institute, was in Amman, Jordan, as part of a team of 39 specialists offering free care through a mission trip organized by the Syrian American Medical Society (SAMS).

The six-day trip was his first, but it will not be his last. Although he grew up in the U.S., Waseem's family had emigrated from the Middle East, and he feels a responsibility to share western medicine, supplies, and techniques with people there. Of the woman with "eruptive xanthomas" as a result of high cholesterol, he said, "We take things for granted. I had never seen anything like this before in my life. You don't see this sort of thing in real life in clinical practice in America."

The woman was just one of about 150 patients he and his partner cardiologist saw over the six days. The patients were mostly women and children, Syrian refugees, affected by the war in the Middle East.

Waking at 5:00 a.m. each day, Waseem would fill a box with cardiology medications, grab a portable echocardiogram machine, and board a bus to a makeshift clinic closer to the Syrian border two hours away, where he'd see patients non-stop until 5:00 p.m. One night during dinner back at his hotel, he received a text message from a doctor at the refugee camp about a young woman having a heart attack. He and his colleagues had her transferred so interventional cardiologists on the SAMS team could insert a stent in her heart, a procedure that saved her life.

Waseem not only plans to continue participating in humanitarian work, he has been calling on friends and colleagues to volunteer. He has also pledged to raise funds to provide surgery for two children he saw in Jordan with ventricular septal defects.

For Waseem, the volunteer work dovetails with his personal philosophy, adopted from a senior physician friend. He said, "There are three stages in a physician's life - learning, practicing, and giving back to make a difference."



Christine Ieronimo, RN
Bristol Health
Nominated by Chris Ann Meaney

When Christine Ieronimo, RN, at Bristol Health, visited Gimbichu, Ethiopia, to reunite her adopted daughter with her birth mother, she discovered a gap in knowledge about maternity care among the local community. When she returned home, Christine decided to take action and began collecting items for the clinic in Gimbichu in hopes of encouraging women to receive care and deliver their babies at the clinic.

Over time, and after the donation of hundreds of baby receiving blankets, news about the blankets spread within the Gimbichu community and the number of women visiting the clinic increased greatly – the Gimbichu Blanket Project was born. The Gimbichu Blanket Project has become an ongoing source for providing local Ethiopian women with both

physical comfort and confidence in using the clinic's services. The increased use of the Gimbichu clinic has the potential to reduce morbidity and mortality among local women and their newborn babies.

"The act of giving them a blanket as a 'present' makes them feel cared about," said Christine. "They are more likely to reach out for help in the event that they have a need or a problem. It is a win-win for everyone."

Christine has returned to Gimbichu several times, most recently last summer when she delivered more than 300 donated blankets. As a result of her efforts, the clinic now offers postnatal information sessions for new moms in and around the community.

The Gimbichu Blanket Project extends the influence of nursing to a rural Ethiopian population. With the simple comfort of receiving blankets for new mothers, along with financial contributions, Christine's volunteer global health initiative increased access to healthcare among pregnant Ethiopian women.

According to the United States Agency for International Development, Ethiopia has one of the world's highest rates of maternal death and disability. Each year in Ethiopia, women have a 1 in 52 chance of dying from factors related to childbirth. Neonatal deaths account for greater than 60 percent of infant deaths in Ethiopia.



Amy Faith Lionheart
Network Manager, Volunteer Services
Nuvance Health
Nominated by Kathleen Hearty

Amy Faith Lionheart has worked for Nuvance Health for just two and a half years, but in that time she transformed the Volunteer Department into a high-performing team who share a common vision, goals, metrics, and who collaborate, challenge, and hold each other accountable to achieve outstanding results.

Volunteers genuinely feel they are part of the entire healthcare team. Amy has given them a sense of family; she brings about positive change within the workplace and creates a community where everyone supports each other.

Her passion for the field of volunteer services extends to her own volunteer work in the community. She currently serves as membership chair of the New England Association of Directors of Healthcare Volunteer Services, and in the fall will become the new Chairperson of the CHA Volunteer Services Directors Meeting Group.

Amy plays a major role in planning Nuvance Health's Mission Health Day, managing more than 400 community volunteers for the event that gives out coats, provides free medical care, a meal, podiatry and spa services, prayer partners, animal-assisted therapy, a children's play area and safe zone, as well as connections to a medical home for more than 500 needy people in the community.

Amy also encourages the career development of summer youth volunteers by expanding the Nuvance Health Summer Youth Enrichment Program to include opportunities for personal and professional development. As a result, the popularity of the program has more than doubled and it has become increasingly competitive to be accepted into the program.

Amy is not only passionate about the work she does with staff and volunteers on a day-to-day basis, but she has also personally taken steps to become more educated on the topic of mental health after the death of a close friend to suicide. Amy will be walking 16.5 miles with the Connecticut Chapter of the American Foundation for Suicide Prevention in Boston on June 22 at the Out of the Darkness Overnight Walk to Fight Suicide and help shine a light for military veterans, first responders, teens/adults, and LGBTQ individuals who've thought about and/or attempted suicide, as well as their families and those they've left behind.

Amy's compassion and empathy for others, along with her ability to honor the past and embrace the future, makes her a Healthcare Hero.



Middlesex Health

*Nominated by Vin Capece Jr.
President and Chief Executive Officer*

February 22, 2018 started out like any other winter day at Middlesex Health. First-shift employees arrived for work, patients trickled in, and exceptional care was given. By all accounts, it was a typical day—until 9:56 a.m.

That's when a Middletown resident drove down Crescent Street and veered right, driving directly into Middlesex Health's Emergency Department (ED) entrance. There was a loud crash. One minute later, the Emergency Department entrance was engulfed in flames.

There are many accounts of February 22 and the days that followed.

Staff from across the continuum of care and throughout the hospital were impacted, and they worked together, along with contracted workers, to keep everyone safe and continue hospital operations, while also restoring the ED and its adjoining lobby in record time.

There were many heroes at Middlesex Health that day, especially ED staff, members of the security team, and the paramedics who ran toward danger to pull the driver out of the flames. When the car rammed into the ED entrance, a nurse and an employee from patient access ran toward the vehicle, but a security officer stopped them, sensing that an explosion was imminent because he smelled gas. He then helped another employee with an injured leg. The ED charge nurse yelled for everyone to get out of the building. They mobilized ambulatory and bed-bound patients and helped patients who came to Middlesex that day seeking care for injuries. Everyone was out of the Emergency Department by 10:00 a.m.

In addition to the ED, smoke threatened the hospital's Crisis Intervention and Critical Care Units, and these patients were moved to safety quickly.

As patients and staff evacuated, ED physicians and various staff helped the driver. He had burns all over his body, and staff established IV access, sedated him, and secured his airway with intubation before he was airlifted to a burn unit.

While the actions taken by many that day can be described as heroic, Middlesex employees simply did what they do best—their jobs. They provided compassionate care, and they worked as a team to get through an incredibly difficult situation. They are modest heroes who provided the safest, highest quality healthcare to members of their community, and on February 22, they did their jobs exceptionally well.



Naomi Rachleff

*Volunteer
Lawrence + Memorial Hospital
Nominated by Bill Stanley*

Naomi Rachleff, 89 years young, has been volunteering at Lawrence + Memorial Hospital for about 75 years, starting as a 15-year-old candy striper, working her way up to become President of the L+M Hospital Auxiliary, then joining the Board of Directors, where she rose to Vice Chair. She retired from the L+M Board approximately 15 years ago, having earned emeritus status.

During her many years of involvement with the hospital, she has worked tirelessly on fundraising. Naomi helped L+M raise, literally, tens of millions of dollars. She chaired a modernization campaign for L+M back in the late 1980s and early 1990s that had a goal of

\$7.5 million. Yet, the campaign finished with \$9.3 million raised. She was also very active as a member of the hospital's more recent Centennial Capital Campaign Cabinet, which raised more than \$30 million – a record – for the Smilow Cancer Hospital in Waterford. Naomi remains a vibrant and enthusiastic advocate for the hospital. She is in touch with someone from L+M every day and the conversation is always about ways to help lead the hospital to great success in achieving its mission.

Naomi still attends virtually all of the hospital's events – the benefactors' parties, the gala (during which she asks, "Don't you think the music's awfully loud?"), the Well Healed Woman conference, the Development Summit and, of course, all of the hospital's public forums so she can provide hands-on support for her beloved L+M Hospital.



Meli Rokocaba
Security Officer
Greenwich Hospital
Nominated by Debi D'Alba

As a security officer, Meli Rokocaba is charged with keeping patients, staff, and visitors at Greenwich Hospital safe.

But on a stormy day last September that would bring heavy rainstorms and widespread flash flooding across Connecticut, with as much as 5 to 9 inches of rain falling during a three- to four-hour period, Meli's attention turned to the safety and well-being of his community with a courageous act that left one elderly couple extremely grateful.

During Meli's drive home from Greenwich Hospital to Fairfield, a busy intersection at an underpass quickly started flooding. Due to the high volume of traffic, many people

were forced to abandon their cars to get to safety. The water was rising quickly, and while onlookers grabbed their smart phones to record what was happening, Meli jumped into action when he noticed that the passengers in one car taking in water weren't getting out of the vehicle.

When he ran toward the stalled car, Meli found an elderly couple. He quickly learned why they were still in the car. The gentleman was paralyzed and his wife was unable to reach his wheelchair in the trunk. Urging the couple to remain calm, Meli opened the car door to find water already covering the couple's ankles. Using his training in the British infantry, where he had tours of duty in Afghanistan and Iraq, Meli swiftly and safely guided the wife out of the car and up the hill to another willing passerby.

Meli then returned to assist the husband, where the water level in the car had now reached the seats. He carried the man to the top of the hill where emergency medical service providers had arrived at the scene. By the time Meli returned to the couple's vehicle to retrieve the wheelchair, the car was almost completely flooded.

The crowd at the scene was in awe as the couple expressed their gratitude. Meli didn't understand what the fuss was all about.

"To me, this was nothing," he said. "I see someone in trouble, I help. That's what I do."



Anna Tirado, MD, FACOG
Gynecologist
Gaylord's Gynecological Clinic for Women with Disabilities
Nominated by Tara Knapp

Twenty-four years ago, the life and practice of Anna Tirado, MD, FACOG, changed in the blink of an eye. The highly regarded gynecologist was diagnosed with leukemia and nearly lost her life. She was left with several permanent disabilities, including the loss of full mobility in her hands, as a result of her aggressive treatments. She took a leave of absence from work for two years as she recovered and underwent outpatient rehabilitation at Gaylord Specialty Healthcare.

"I am lucky to be alive," she said. "I came out of this illness with a disability that changed my practice, not my heart."

After her return to work, Anna resolved to find something to add to her life - and her practice - to counterbalance what was "taken away from me." She was approached by Gaylord's Spinal Cord Injury program director, who asked if she would help launch and staff a new Gaylord's Gynecological Clinic for Women with Disabilities.

"I knew that women with profound disabilities such as a spinal cord injury are considerably less apt to seek regular gynecological care. As someone with disabilities myself, I immediately said yes," she said.

For the last two decades, Anna has balanced her job as a gynecologist at County Obstetrics & Gynecology Group with office hours for patients at the Gaylord Gynecological Clinic for Women with Disabilities. She sees approximately 10-15 patients a month at the Gaylord clinic. Each patient receives care well beyond the time and scope that would be expected at a typical gynecological visit.

Gaylord Specialty Healthcare pays for Anna's services. However, she donates all money back to Gaylord Specialty Healthcare, as she has considered it her pro-bono work for the last 20 years!



Bridgeport Hospital and St. Vincent's Medical Center

Know Your Numbers

Bridgeport Hospital and St. Vincent's Medical Center are lead hospitals for Greater Bridgeport's Health Improvement Alliance (HIA). Since 2003, HIA has focused on improving health outcomes in the Greater Bridgeport area through a collective impact approach that brings together healthcare, academic, and not-for-profit partners. One outcome of this collaboration has been *Know Your Numbers* (KYN), which has provided free health screenings for the underserved population in local food pantries since 2014.

Bridgeport Hospital and St. Vincent's Medical Center are dedicated to continued enhancement of KYN. Both hospitals contribute roughly a combined \$20,000 annually towards KYN and together dedicate three full-time staff members to the program's implementation and continued expansion. In addition to these staff members, approximately a dozen volunteers help at each screening, including hospital staff and local nursing students.

More than 2,500 individual KYN health screenings have been completed, including 203 at 10 area food pantries in February 2019. Screening protocols changed this year; hemoglobin A1c (HA1C) screening was added to measure blood sugar averages over three months. This helps to identify people who are in the pre-diabetic range and may not know it, which is an important time to counsel someone on how it can be reversed with lifestyle changes.

Additionally, during the 2019 screenings, KYN began to offer automated blood pressure (BP) cuffs to those with elevated BPs. Cuffs were distributed along with education on how and when to properly monitor BP at home. A total of 120 food pantry clients met the criteria for elevated BP and received the cuffs. This was 59% of the total people who were screened.

Community Health Workers were present at each screening and referred 35 people (17%) to local resources, including follow-up medical care and other needed community resources. KYN also teamed up with SNAPed to provide nutrition counseling at every site to those who screened high for BP or HA1c. This nutrition counseling is key to helping people learn ways to improve their health numbers.

KYN began in 2014 as a way to educate the community about knowing their own health numbers, and has evolved to become a multifaceted approach to improve the health of food pantry clients. Utilizing KYN screenings, referrals to follow-up care and community resources, nutrition education initiatives, HIA plans to continue to work collaboratively to improve health outcomes of Bridgeport's most vulnerable residents.



Gaylord Specialty Healthcare

Gaylord's Gynecological Clinic for Women with Disabilities

Gaylord Specialty Healthcare is known for its leadership in treating individuals with spinal cord injuries. When staff identified that women with spinal cord injuries were considerably less apt to seek regular gynecological care, they filled an unmet need by establishing a clinic to care for these patients.

This year, Gaylord's Gynecological Clinic for Women with Disabilities celebrated its 20th anniversary. The clinic is open twice a month and sees 10-15 patients each month. Every patient receives care well beyond the time and scope expected at a typical gynecology visit.

"The clinic's benefit to the community is immeasurable, drawing patients throughout the state. Finding talented physicians willing to treat disabled patients is difficult, but Dr. Anna Tirado actively seeks new ways to improve women's access to care," said Chief Medical Officer Stephen Holland, MD.

The clinic was launched in 1999 by Anna Tirado, MD, who is the primary OB/GYN provider. After a spinal cord injury, many women aren't able to access services at standard OB/GYN offices as they can't transfer to a typical exam table. Some doctors are uncomfortable or unaware of how to treat women with special needs.

Women with spinal cord injuries cannot feel if something is wrong so it is vital to get regular checkups to screen and prevent UTIs, infections, address pressure sores, and for early cancer detection. Women who have had strokes, Multiple Sclerosis, amputations, developmental or mental disabilities may also feel more comfortable at a clinic that offers adaptive equipment and care by a professional who understands and advocates for those with disabilities.

Dr. Tirado, who provides her clinic services pro bono, was witness to the care of women with spinal cord injuries in standard gynecology offices that required many people in the room to position and support the patient. She was committed to trying something different. Donations have funded the purchase of a custom, wheelchair-height, adjustable examination table that is equipped with special stirrups to keep patients safe. Gaylord invested in an in-clinic Hoyer lift to safely transfer even the most profoundly disabled woman to the exam table.



Norwalk Hospital
Comprehensive Joint Replacement Center

Norwalk Hospital improved the integration of care for patients receiving joint replacement surgery by implementing a Total Joint Replacement Destination Center of Excellence. The goal was to improve key program metrics: length of stay, discharge home, and patient satisfaction.

Prior to developing and implementing the Destination Center in 2012, Norwalk Hospital's patient satisfaction scores were not optimal. The vast majority of patients were discharged to extended care facilities, length of stay was higher than the national average, and surgeons followed varying protocols.

The hospital's overarching operational goal was to create a cohesive patient experience. This required establishing a dedicated, multidisciplinary care team whose members were the architects of the new program. Surgeons set aside personal preference to formulate standardized care pathways, which required consensus on surgical dressings, medications, precautions, and equipment. The team developed robust protocols for SSI prevention, pre-operative medications, and blood utilization. A framework of program messaging was established, beginning with the simple expectation that patients should return home after surgery. Patients and caregivers were educated on what to expect; this is a highlight of the program, and the hospital identified a direct correlation between patients and caregivers who attended pre-op class and those who returned home, had good clinical outcomes, and reported high satisfaction. A cohorted care unit was created, staffed exclusively by specialized team members, enabling Norwalk to offer a consistent, reproducible, high-quality experience. The hospital also advocated for non-opioid pain management options and agents to minimize nausea and intraoperative bleeding. Over time, these interventions decreased complications, transfusions, and days in the hospital. The hospital also executed a culture change of nurse-driven early and frequent mobility, and integrated the assistance of a patient navigator.

Multiple measures of patient care are monitored. Each quarter, data are extracted and validated. Outliers are investigated by the Orthopedic Program Coordinator through individual chart audit to identify trends. Press Ganey patient satisfaction survey scores are uploaded into the dashboard. ChimeData is reported during quarterly dashboard data reviews conducted with the surgeons, the Performance Improvement Team (PIT), leadership, and key stakeholders. The data dashboard and ChimeData provides transparency and validity in reporting that drives key performance improvements.

In 2017, five years after the Total Joint Replacement Destination Center of Excellence was implemented, the program achieved 75th percentile ranking among a database of 300 top-performing hospitals in six key performance metrics: discharge home, length of stay, readmissions, blood transfusions, distance walked, and overall satisfaction. The program has sustained this high performance level through data transparency and team engagement.

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William (Bill) C. Powanda Jr., a Vice President at Griffin Hospital for almost 40 years, passed away on November 14, 2018.

A former officer/volunteer with Seymour's Citizens Engine Co., Bill also served as a Republican State Senator for the 17th District in 1973. He began his career at Griffin in 1975 and served as Vice President until he retired in 2013.

"Bill was a wonderful friend and colleague," said Griffin President and CEO Patrick Charmel. "After nearly four decades of service Bill was viewed as the patriarch of the Griffin Hospital family who revered him for his many talents, unrestrained optimism, generous spirit, and wise counsel. His contribution to the success of our organization was wide ranging. His positive impact extended far beyond the walls of the hospital where he led many collaborative efforts to strengthen the social fabric of our community, improve community health and well-being, and increase community pride."

Bill was instrumental in launching the Valley Council of Health and Human Service Organizations, which recently celebrated its 25th anniversary, and the Healthy Valley initiative, which in 1999 caught the attention of former President George H. W. Bush, who designated it one of the nation's "Points of Light."

Bill was proud to boast that Griffin Hospital was named by *Fortune* magazine as one of the "100 Best Companies To Work For" for 10 consecutive years and was named by *Health Leaders* magazine as having "The Top Leadership Team in Healthcare" in the country.



Cherrelyn (Lyn) Robinson, Director of Volunteer and Pastoral Care Services at Hospital for Special Care, passed away on May 9.

Lyn inspired, supported, and genuinely appreciated thousands of volunteers over her 12 years of service at Hospital for Special Care. She generously shared her enthusiasm, expertise, strength and perseverance with her colleagues and the entire Connecticut healthcare community. Her upbeat attitude, ready smile, and the positive impact of her work will live on in many hearts.

Lyn was a member of CHA's Volunteer Services Directors Meeting Group since 2010.

"Lyn leaves a legacy of light and hope in the volunteer community, a legacy that has touched everyone in our family," said Lynn Ricci, FACHE, President and CEO of Hospital for Special Care. "We celebrate her life and the gifts she has shared and renew our commitment to keeping that light shining for our patients, our volunteers, and for one another."

She was a graduate of Manchester High School and a proud alumna of Springfield College, class of 1971. Lyn earned her Master's degree from St. Joseph University in Hartford in May 2002.



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2019 Healthcare Hero & Community Service Award Winner



Congratulations Anna Tirado, MD, FACOG

We are pleased to congratulate Dr. Tirado and her team for the outstanding care and life-changing work brought about by the Gaylord Gynecological Clinic for Women with Disabilities over the past 20 years.



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We're thrilled that **David A. Whitehead**, our executive vice president and chief strategy and transformation officer, has been honored with the American Hospital Association 2019 Grassroots Champion award. People from throughout Connecticut and beyond benefit from his tireless commitment to healthcare advocacy.



Congratulations

to Bridgeport Hospital for winning the 2019 Connecticut's Hospital Community Service Award

and to our Healthcare Heroes!

Naomi Rachleff at Lawrence + Memorial Hospital

Chas Broadus at Yale New Haven Hospital

Meli Rokocaba at Greenwich Hospital



CONGRATULATIONS TO
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Our 2019 CHA Healthcare Hero
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Congratulations **Middlesex Health staff**
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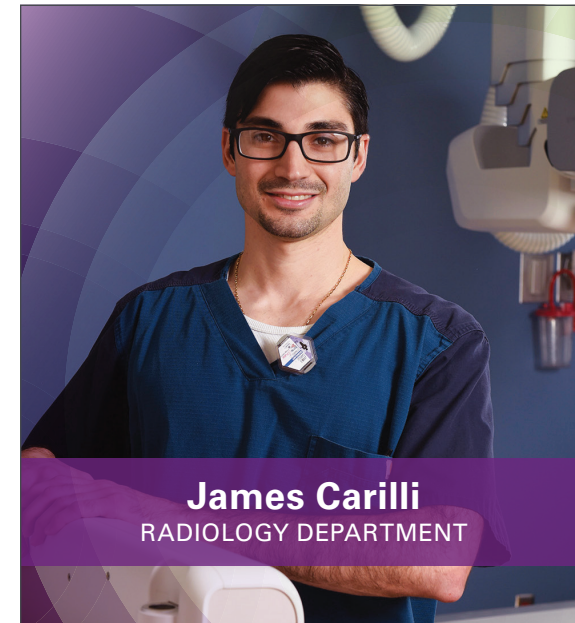


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Thank you for your contributions to our
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We are proud to recognize Amy Faith Lionheart

for being named a CHA Healthcare Hero.

Your commitment to our patients, staff and volunteers motivates all of us.

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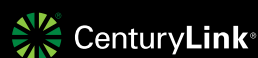
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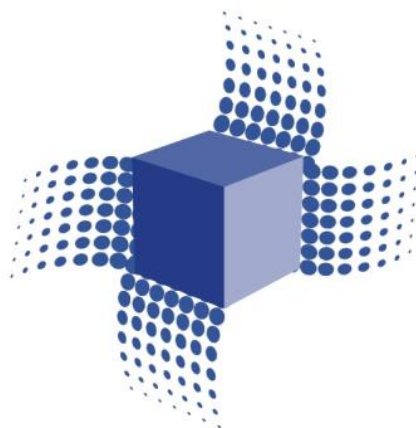
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