

2024 THE CONNECTICUT HOSPITAL ASSOCIATION ANNUAL REPORT



Caring for Connecticut
TOGETHER





PROGRAM AGENDA

CARING FOR CONNECTICUT *TOGETHER* 2024 Annual Meeting June 13, 2024

3:30 – 4:00 p.m. Registration

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

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

KaufmanHall

Call to Order	Christopher M. O'Connor
Invocation	Judith A. Carey, RSM, PhD
Report of the President	Jennifer Jackson
Report of the Chairman of the Board	Christopher M. O'Connor
Award Presentations	Christopher M. O'Connor
<ul style="list-style-type: none">■ CHA Healthcare Heroes Award■ Service in Pursuit of Excellence Award■ 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	
Acknowledgement of Outgoing Trustees	Christopher M. O'Connor
Election of Officers and Trustees	Christopher M. O'Connor
Passing of the Gavel	Christopher M. O'Connor
Remarks of the New Chairman	Patrick A. Charmel
Adjournment	

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

6:00 – 7:00 p.m. Keynote Speaker

Jonathan T. Capehart
Pulitzer Prize-Winning Journalist,
Associate Editor for
The Washington Post,
and Television Personality



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MESSAGE FROM THE BOARD CHAIRMAN AND PRESIDENT

From the Capitol to our communities, Connecticut hospitals achieved remarkable results in the last year working collaboratively through CHA to improve healthcare policy and health outcomes for all people across the state.

The delivery of exceptional care to our families, friends, and neighbors is possible thanks to a dedicated workforce of compassionate caregivers and brilliant minds innovating every day.

Our Annual Meeting theme, **Caring for Connecticut Together**, recognizes that our voices and our actions have the greatest impact when we work together. Collaboration between hospitals, health systems, and community partners is key to supporting not only the health of individual patients but also the overall health of our state's communities, people, and economy.

From collaborating with state lawmakers and community partners to leading statewide initiatives focused on improving health, safety, and equity, CHA makes progress every day advancing our priorities thanks to the hard work and combined commitment of all members.

Through CHA, members advocated for caregivers and patients, made their voices heard on dozens of proposed bills, and collaborated with state leaders on legislation to make healthcare more affordable and equitable while also protecting healthcare delivery and access.

We began the next phase in the statewide initiative on high reliability through *HRO Forward* and adopted a Statewide Patient and Family Code of Conduct. Through these and other initiatives, CHA members have been steadfast in efforts to support an exceptional workforce and promote quality and safety in all care.

We have also advanced efforts to work with the state to develop a new vision for Medicaid, one that supports the work of hospitals and their community partners as drivers of regional transformative change in community health, care delivery, and health equity.

We celebrated the first anniversary of *Diaper Connections* and the work of hospitals and community partners to deliver over 2 million diapers to thousands of families across Connecticut, and we continued to advance a statewide maternal health strategy.

Hospitals continue to shoulder and creatively respond to significant burdens. We are seeing critical healthcare workforce shortages, patients with more severe health needs, and pressure from systemic cost drivers, including commercial insurance practices that delay care and increase costs, administrative burdens, and Medicare and Medicaid underpayments.

Together, we will continue to address these challenges and reinforce our unwavering commitment to care for all residents; to make Connecticut's healthcare system more equitable, accessible, and affordable; and to drive world-class innovation.

On behalf of the CHA Board and CHA staff, we thank Connecticut's hospitals, health systems, and healthcare workers for their dedication and collaboration – and for allowing us the privilege of serving those who do so much to care for our entire state.



Christopher M. O'Connor
Chairman, CHA Board of Trustees
Chief Executive Officer
Yale New Haven Health



Jennifer Jackson
President and CEO
Connecticut Hospital Association



THE TREASURER'S REPORT

It is my pleasure to report to you that the financial position of the Connecticut Hospital Association is sound. On June 11, 2024 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, 2024. 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 20th consecutive year, the auditors did not issue a management letter.

CHA followed strong operating results in 2023 with solid financial performance in 2024. CHA ended the fiscal year with pre-tax income of \$817,000, exceeding the conservative assumptions built into the budget; the primary drivers of performance were positions open due to restructuring, offset

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2024.*

by higher than budgeted advocacy expenses for legal and consulting. The Financial Oversight Committee continues to monitor the impact of the frozen defined benefit plan on CHA's financial position; rising interest rates drove a decrease in the pension liability.



The Financial Oversight Committee has reviewed the budget and operating plan for the new fiscal year, which is consistent with historical performance and positions the Association for the future. The budget includes filling key positions in advocacy, strategies, and expense controls to mitigate inflationary operating expense increases, increased spending on third-party experts, polling and focus groups, as well as revenue growth stemming from the investments in CHA's data center infrastructure. The FY25 plan reflects the Financial Oversight Committee's recommendation that dues should increase by 4.6% to fund salary inflation for current staff and fund a new position in health policy focused on workforce. The Committee determined that the current level of Advocacy Fund contribution should be maintained given the political environment and the need to keep growing the fund. The Committee will reexamine the dues structure and calculation as part of the FY26 budget process, including the balance and projected utilization of the Advocacy Fund.

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.

A handwritten signature in black ink that reads "Vincent Capece".



Vincent G. Capece

Treasurer

CHA Board of Trustees

President and CEO

Middlesex Health



CARING FOR CONNECTICUT TOGETHER





EFFECTIVE, EXCEPTIONAL ADVOCACY

From the early days of the pandemic through the present, CHA's strong relationships with the executive and legislative branches have guided Connecticut through unprecedented times and continue to ensure care providers and their patients always have a voice at the State Capitol.





Connecticut hospitals are essential to their communities. They are shaping the future of healthcare delivery in Connecticut with an exemplary healthcare workforce that continues to provide outstanding care. Advocacy through CHA remains vital to amplifying the collective voices of hospitals and health systems across the state on key issues.

CHA has continued to tell the hospital story, demonstrating the collective and significant impact of hospitals on the economy and communities across the state. Advocacy work also increased attention and awareness about the growing challenges Connecticut hospitals are facing, including dramatically rising costs and inflation, workforce shortages, and the need to reform systems such as the Certificate of Need process and to address Medicaid underpayment.



CHA led united calls for solutions to support healthcare delivery through a statewide media campaign, reaching policymakers with targeted messages on legislation and raising awareness across the general public about the significant contributions hospitals make in their communities and to their local economies.

CHA also advanced efforts to support the healthcare workforce through recruitment and retention, and to address workplace safety by developing a Statewide Patient and Family Code of Conduct to build continuously on the significant work of all hospitals to stop workplace violence.

In times of crisis, CHA's collective advocacy continues to support healthcare across the state.





Maximizing the collective impact of hospitals and health systems at the State Capitol and in the community

Following a cyberattack on the insurance industry that obstructed hospital financial systems, CHA united hospitals in a push for state and federal assistance, securing interim payments through the state and advocating alongside the state's congressional delegation to secure support on the federal level.

CHA's advocacy efforts remain focused on supporting healthcare workers, patients, and care delivery for every Connecticut resident.

CONNECTICUT HOSPITALS BY THE NUMBERS:

- Provide a total economic impact of **\$38.7 BILLION**
- Contribute **\$3.4 BILLION** in community investments
- Support nearly **245,000 JOBS**, with a total payroll of **\$20.5 BILLION**
- Provide care to **336,000 ADMITTED PATIENTS**, providing **1.9 MILLION DAYS** of inpatient care
- Treat more than **1.5 MILLION PATIENTS** in emergency departments
- Provide nearly **10 MILLION EPISODES** of outpatient services
- Invest **\$267 MILLION** in health professions education
- Provide **\$270.1 MILLION** in uncompensated care to support patients who cannot pay

A photograph of three people seated on a stage for a panel discussion. On the left, a man in a dark suit and glasses is partially visible. In the center, a woman with short dark hair, wearing a red top and a black and white striped blazer, is speaking into a microphone and gesturing with her left hand. On the right, a man in a dark suit and yellow tie is listening. The background is a light-colored wall with some text, including 'care outcomes, y and inclusion.' at the top and 'DHE' and '@aha.org' below. A white-bordered box on the left contains text.

IN THE COMMUNITY: COLLABORATION DRIVES PROGRESS

Connecticut hospitals and health systems in 2022 contributed \$38.7 billion to the state and local economies, made \$3.4 billion in community investments, and generated 244,885 jobs.



Connecticut hospitals and health systems continue to provide nationally recognized care – and much more. Their work takes them beyond hospital walls to improve the health of those who live in their communities, delivering support to communities across the state, and helping members expand relationships with community partners to identify and develop solutions to address upstream drivers of health.

Through CHA, Connecticut hospitals have focused on opportunities to gain coverage

Connecticut hospitals made \$3.4 billion in community investments, providing a wide range of services that affect the community's well-being and address social influencers of health.

and payment for health-related social needs services to help address the lack of resources and capacity among community-based organizations that serve

patients. CHA has also begun a stakeholder engagement process with members, community advocates, and state agencies to advance health equity in Medicaid.



After its first year in operation, Diaper Connections provided over 2 million diapers to more than 3,000 infants and toddlers.

The framework for planning would introduce new Medicaid financing models that would strengthen the care delivery system, expand investments in community health, and reward improvements in health equity and health outcomes.

Hospitals and health systems play a critical role in overseeing statewide strategies to improve community health. This includes the implementation of a Statewide Maternal Health Strategy and advancement of the *Diaper Connections* program, which screens for diaper need in hospitals and healthcare settings and measures the impact of addressing diaper need as a health-related social need.

CHA has also partnered with the Connecticut Department of Mental Health and Addiction Services (DMHAS) to offer education and training through the Parents Recovering from Opioid Use Disorders (PROUD) grant, which



provides training in implicit and explicit bias, including in maternity care. CHA is continuing to pursue efforts to support the integration of doulas into maternity care.

Through CHA and in collaboration with community-based organizations, we are building a healthier Connecticut by advancing efforts to address social influencers of health, improve health equity, and reduce disparities that lead to poor health and clinical outcomes.



ADVANCING PATIENT AND WORKFORCE SAFETY

Connecticut hospitals continue to advance their commitment to provide safe, equitable, and reliable care to patients, families, and caregivers who depend on their hospitals.





Connecticut hospitals have set themselves apart nationally with an ambitious statewide initiative that focuses on eliminating all-cause preventable harm to patients and the healthcare workforce using a total systems approach to safety.

In the fall of 2023, CHA launched *HRO Forward*, the next phase in the statewide high reliability journey. This builds on the work that began in 2012 when CHA implemented the first-in-the-nation statewide collaboration to create a culture of safety, adopting high reliability principles and engaging in extensive training and sharing of best practices.

*CHA remains steadfast in its
commitment to supporting
hospitals and health systems in
promoting a culture of safety and
continuous quality improvement.*



In this initial phase, CHA member hospitals are performing a standardized assessment to identify the stage of HRO maturity and the current state of each hospital's safety efforts in the four domains defined in the National Action Plan to Advance Patient Safety (NAP), a framework developed by a National Steering Committee convened by the Institute for Healthcare Improvement (IHI): Culture, Leadership, and Governance; Workforce Safety; Patient and Family Engagement; and Learning System.

Through *HRO Forward*, and with the support of consulting partners from IHI, hospital participants across the state are learning about the latest innovations and advances in safety





science, sharing best practices, and collaborating on the development of a statewide innovative, sustainable roadmap that will guide implementation efforts.

This collective and intensive work advances Connecticut hospitals' and health systems' role as national leaders in quality and safety. It continues to move our state forward in efforts to support an exceptional workforce and promote safe, high-quality care for Connecticut communities.

INNOVATIVE EDUCATION OPPORTUNITIES

CHA delivered over 50 educational programs to more than 4,000 hospital leaders, clinicians, and healthcare professionals.





Adjusting to a rapidly changing world, CHA has offered members education opportunities to learn about key regulatory issues; train staff in areas including behavioral health, high reliability principles, and implicit bias; and advance leadership skills in settings that have included both virtual and on-site education designed to help members stay ahead of critical issues.

Major programs included a Quality and Safety Summit, an interdisciplinary issue-based forum on Disability Rights for Children, as well as a multitude of trainings focused on high reliability principles.

Education continued on regulatory and privacy topics including a session on HIPAA Privacy, Security, and Breach Rules and a hybrid program hosted by The Joint Commission on accreditation and regulatory updates. Additionally, CHA offered its six-part Essential Skills Every Leader Needs series in response to member requests for additional leadership and management training.

CHA was also host to the American Hospital Association (AHA) Region 1 Health Equity Summit in September, bringing leaders from across the northeast region together to participate in a design-thinking session with the goal of creating transformative health equity strategies tailored to the region.

CHA continued its partnership with DMHAS and community partners to educate clinical providers about their role in decreasing Opioid Use Disorder (OUD) and to address stigma and implicit bias related to substance use disorder and mental health conditions in pregnancy and the postpartum period. SPEAK UP Program trainings provided implicit and explicit racial bias education to eliminate racism, provide quality equitable care, and reduce perinatal health disparities. Education focused on teaching providers about risk factors and treatment for OUD. In partnership with Carelon, CHA also offered additional education on substance use disorders among youth.

MEMBER- FOCUSED SERVICES

ChimeData and ChimeNet
have excelled in innovating and
supporting the dynamic needs
of hospitals and health systems.





ChimeData

In healthcare, the need for reliable, timely data is paramount. ChimeData continues to serve as a primary source of data and information about hospitals and healthcare in Connecticut, playing an integral role in understanding healthcare trends and supporting strategy and advocacy through any situation or crisis.

ChimeData has continued to innovate to meet the collective needs of Connecticut's hospitals and health systems, from standing up one of the first statewide COVID-19 data dashboards to providing members with a utilization dashboard at their fingertips. ChimeData has also played a critical role in developing systems to support hospitals' work in gauging their performance in quality improvement and patient safety and measuring utilization of services to further understand and respond to patient needs.

Looking ahead, ChimeData remains focused on accelerating and expanding clinical and claims data, implementing centralized



ChimeData has continued to innovate to meet the collective needs of Connecticut's hospitals and health systems.



real-time business intelligence for hospitals on community health, utilization, capacity, and emerging clinical trends, and building the next generation of data infrastructure.

For each individual hospital, ChimeData is a valued tool to gauge organizational performance and track and trend utilization. For CHA members as a whole, ChimeData is vital to elevating collaborative advocacy efforts by providing statewide data that highlights the volume of care provided to residents and underscores where challenges exist that all hospitals are facing with great resiliency.

ChimeNet

Network and internet connectivity and security are crucial in healthcare. In times of crisis, we have seen how critical it is that these elements do not fail. From the unprecedented challenges experienced since the pandemic to continually evolving cyberthreats, security is top of mind every day for Connecticut's hospitals and health systems.

As hospitals work to meet the needs of their patients, ChimeNet is there to support the network technology, reliability, and infrastructure needs of hospitals. Cybersecurity and patient safety go hand-



in-hand. ChimeNet is always ready to respond to the distinct security and technical needs of Connecticut's caregivers, from mitigating disruptions to providing peace of mind so that caregivers can focus on the effective delivery of high-quality care.

ChimeNet continues to provide a reliable, statewide network to ensure hospitals and health systems can communicate securely and effectively. ChimeNet has also made significant upgrades to its data centers to allow for growth within the existing physical footprint as well as expanding the physical space available for customer use. This year, ChimeNet completed the construction of a 3,500-square-foot data center that a member organization will use as its primary production data center. ChimeNet has also upgraded the power infrastructure that serves the CHA campus to support current and potential future data center capacity.





CHA HEALTHCARE HEROES AWARD

CHA's Healthcare Heroes Award celebrates and recognizes the invaluable contributions of exceptional healthcare workers, both to their field and to the community at large. Congratulations to this year's winners!



**GAYLE APPLEBY,
MSN, RN, CAPA**

*Perioperative Services
Nerve Block Registered
Nurse
Stamford Health*



**RANBIR BAINS, PHD,
APRN**

*Pediatric Advanced
Practice Registered Nurse
Yale New Haven Hospital*



**JENNIFER BALDWIN,
MD**

*Director of Hospital
Medicine
UConn John Dempsey
Hospital*



**AVA BOORNAZIAN,
APRN**

*Emergency Department
Crisis and Behavioral
Health Advanced Practice
Registered Nurse
Saint Mary's Hospital*



JILLIAN CACOPARDO

*Outpatient PT and
Clinical Program
Coordinator, Gaylord
Wheelchair Services
Gaylord Specialty
Healthcare*



**MATTHEW
CASSAVECHIA**

*Emergency Medical
Services Director
Danbury Hospital*



**MICHELLE CUNHA,
BSN, RN**

*Emergency Department
Nurse Manager
Johnson Memorial
Hospital*



LISA DECARLO, APRN

*Advanced Practice
Registered Nurse,
Preventive Medicine
Windham Hospital*



LORI DILG, RN

*Surgical Nurse
Greenwich Hospital*



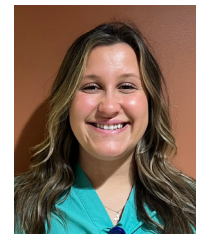
**OLUFUNMILAYO
FALADE, MD**

*Medical Director, ICU
Division Chief, Critical
Care Medicine
St. Vincent's Medical
Center*



JERRY GALIPEAU

*Mission Integration
Executive Director
Saint Francis Hospital*



SARAH GALLOWAY, RN

*Registered Nurse
Bristol Health*



THOMAS HORKAN

*Emergency Medical
Services Supervisor*
Sharon Hospital



TRACY HUNEKE

*Director, Griffin Hospital
School of Allied Health
Careers*
Griffin Health



AARON KATZ

*Emergency Medical
Services Director*
Norwalk Hospital



IWONA KRASKA, CNA

*Certified Nursing
Assistant*
The Hospital for Special
Care



SEANA LYNCH, RN

Registered Nurse
Lawrence + Memorial
Hospital



**PETER MORGAN, MD,
PHD**

Chair of Psychiatry
Bridgeport Hospital



JOSEPH OCHIENG

*Emergency Department
Personal Care Assistant*
Waterbury HEALTH



KIMBERLEY PALMA

*RGH Site Administrator &
Administrative Director
of Therapeutic Services*
Manchester Memorial
Hospital



BARBARA POIRIER

Catering Associate
The Charlotte
Hungerford Hospital



LUIS RIVERA

*Community Relations
Manager*
Connecticut Children's



**JENNIFER SHIN,
PHARMD, BCPS**

Pharmacist
Middlesex Health



**BARBARA SINKO,
LMSW**

*Licensed Master Social
Worker, Preventive
Medicine*
Backus Hospital



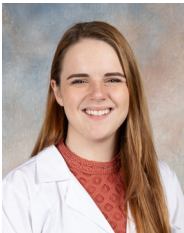
GINNY SOUCIE, RN

*Emergency Department
Clinical Leader*
Hartford Hospital



STACY ST. LOUIS

*Women's Center for
Wellness Imaging Team
Lead*
Rockville General
Hospital



CAITLYN SWARD

Director of Dietary
Day Kimball Healthcare



**MATTHEW TICHAUER,
MD**

*Director, Emergency
Critical Care*
MidState Medical Center



KELLY WALSH

*Director of Public
Safety and Emergency
Management*
The Hospital of Central
Connecticut



SERVICE IN PURSUIT OF EXCELLENCE AWARD

William (Bill) Hoey



CHA is honoring William (Bill) Hoey, Sr. with the Service in Pursuit of Excellence Award. Presented to Bill posthumously, CHA recognizes Bill's lifetime of contributions to the entire state and his incredible legacy of service.

The Service in Pursuit of Excellence Award honors individuals who have

displayed extraordinary service to the healthcare field, with demonstrated dedication in areas including patient care, quality and patient safety, health equity, population health – or for innovative work in any area that advances the healthcare mission.

Bill's long and outstanding service to healthcare in Connecticut, including the last 12 years as Chief Mission Integration Officer at St. Vincent's, embodied unparalleled dedication to the healthcare mission to heal, support, and improve lives. In addition to his remarkable work serving the hospital and local community, Bill was active in CHA and its statewide work, including an instrumental role in establishing CHA's groundbreaking collaborative to address social determinants of health, and shaping and guiding our work in population and community health.

Bill served as vice president of mission services at St. Vincent's Medical Center from 2012 until his death in February 2024. Deeply rooted in his faith, Bill developed strong ties to the community of Bridgeport. Throughout his time at St. Vincent's, he would play a pivotal role in many community efforts, including the House of Hope,



Swim Across the Sound, and The Hope Dispensary, and worked tirelessly supporting St. Vincent's Catholic mission and serving neighbors in need. Bill also co-led the Health Improvement Alliance, a coalition formed to address the health needs of the greater Bridgeport community, and served as a role model for collaboration across the region.

Bill touched countless lives with his warm smile, quick wit, and seemingly endless reserve of compassion. Whether offering formal blessings and opening prayers during joyous ribbon-cutting ceremonies or providing solace in more troubling times, his presence was a source of comfort and inspiration. He will be greatly missed. Those who knew him will strive to continue his good work and improve the lives of others.



CONNECTICUT'S HOSPITAL COMMUNITY SERVICE AWARD

Norwalk Hospital's Community Psychiatric Outreach Program

Norwalk Hospital identified addressing mental health and wellness as a priority focus area from the hospital's community health needs assessment with a goal to improve access to behavioral health services in the community. Strategies included increasing the traditional and alternative places people can access behavioral healthcare and also strengthening community partnerships in underserved communities to better address behavioral health needs.

As part of this plan, Norwalk Hospital developed a community psychiatric outreach program. This program involves leveraging third-year psychiatry residents to meet the growing need of delivering psychiatric care to at-risk populations "in place" in the community. These individuals were often not engaging in outpatient psychiatric care for a variety of reasons. In July 2022, Norwalk Hospital established a regular community health rotation for these psychiatric residents to provide services in the field. Residents go into the community

to perform free psychiatric assessments and arrange referrals as needed. These evaluations are performed on the streets, in shelters, in residents' homes, and in local nonprofit organization offices. The assessments can also be used to support the completion of verification of disability forms, which is an essential component to obtain housing. Requests for these services can be made by any local community organization.

The program currently provides three hours a week of free psychiatric evaluation to the community. An attending psychiatrist provides supervision time to the residents and oversees all cases. In addition, a hospital staff member assists with accepting the requests for service and coordinating the community visits. These functions are performed in addition to other duties, and no fees are charged.

To date, the program has conducted psychiatric assessments for 49 patients. In addition to performing these community evaluations, the



psychiatric residents often make space in their schedules to see the patients on an ongoing outpatient basis, if needed, due to otherwise long outpatient mental health treatment wait times. The rotation has been well-received by both the community and the psychiatric residents and continues to operate today with no planned end date.



CONNECTICUT'S HOSPITAL COMMUNITY SERVICE AWARD

Yale New Haven Hospital's Medical-Legal Partnership Project (MLPP)

Yale New Haven Hospital (YNHH) started the Medical-Legal Partnership Project (MLPP) as an interdisciplinary collaboration between the Center for Children's Advocacy (CCA) and Yale New Haven Hospital in 2013.

The mission of the YNHH-CAA MLPP is to address the health inequities borne by vulnerable children and youth, exacerbated by race and ethnicity, to improve health outcomes through interdisciplinary collaboration in the healthcare setting.

YNHH-CAA MLPP achieves this mission by concentrating its legal advocacy on areas of law related to children's health. They use their expertise in the areas of housing, educational entitlements, disability rights, Medicaid advocacy, teen legal rights, LGBTQ rights, public benefits, and utility protection to address the health harming legal needs of children and their families.

The program uses three strategies to meet the goals of the project:

1. Direct consultation and

representation: For example, during a well visit to a pediatrician, a doctor may conduct a screening for health-harming legal needs. If the pediatrician finds that the family is in the middle of being evicted from their home, an MLPP attorney could provide assistance, such as helping the family identify a proof of defense against eviction and communicating with a landlord's attorney. The intervention of the MLPP attorney has resulted in eviction cases being withdrawn.

2. Interdisciplinary education and training: the YNHH-CAA MLPP educates and trains nurses, social workers, attending physicians, residents, medical students, and other clinicians from a multitude of disciplines across the health system and community organizations. The MLPP training curriculum is infused into the core curriculum at the Yale School of Medicine for medical students, residents, and fellows and has become an integral part of both the teaching and delivery of medicine at YNHH.

YaleNewHavenHealth Yale New Haven Hospital

3. Policy initiatives and systemic advocacy: The YNHH-CAA MLPP has engaged in state-level advocacy regarding Medicaid coverage for all children in Connecticut regardless of immigration status. They also supported lowering the threshold for lead exposure in children across the state. Both bills were signed into law.

By effectively combining consultations, legal representation, education and training, and policy advocacy, the YNHH-CAA MLPP continues to be a thread through and across multiple departments, clinics, and disciplines. To date, there have been over 3,000 referrals to the MLPP. Cases that cannot be handled by the MLPP attorney are referred to other legal aid and community resources.

The program is jointly funded by Yale New Haven Health and Wiggan and Dana.



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

The Adult Kidney Transplant Program at Hartford Hospital

Hartford Hospital's Adult Kidney Transplant Program has reimagined the hospital's approach to kidney transplant waitlist management, organ acceptance, and post-transplant care. Through painstaking review of data and assessment of protocols, the hospital achieved the best-observed patient outcomes for one-year kidney allograft survival of all kidney transplant programs in the United States.* The team's work resulted in increasing rates of kidney transplant and improved quality metrics, even as additional challenges to transplants in Connecticut increased.

The number of patients waiting for kidney transplants continues to exceed the number of organs available and transplants performed. When the United Network for Organ Sharing (UNOS), the administrator of the Organ Procurement and Transplantation Network (OPTN), comprehensively altered the kidney

allocation policy's determining factors in 2019, the changes created new challenges for transplant centers such as those in Connecticut. Situated between two large urban areas, New York City and Boston, the new changes in allocation would potentially represent preferential distribution of kidney allografts to transplant centers in those locations due to larger numbers of waitlisted patients.

Faced with the prospect of performing fewer kidney transplants and potentially using higher-risk organs, resulting in poorer patient and allograft survival, Hartford Hospital adopted a new approach.

To comprehensively address concerns about maintaining the number of transplants, the hospital created a weekly status review meeting to review patients in all phases of kidney transplant evaluation and then disseminated a weekly list of those patients most likely to be transplanted in the next week to ensure there were no gaps in their evaluations to preclude them from receiving offers. Through this active 360-degree review

Hartford HealthCare Hartford Hospital

of patients, the hospital more than doubled the transplant rate.

By using the Kidney Offer Acceptance tool to actively review organs that were accepted or declined coupled with post-transplant outcomes, the hospital was able to determine if organs with potential higher risk for worse patient and allograft survival (i.e., deceased donors from older donors, donors with medical or surgical risk factors) resulted in poorer outcomes for patients. This enabled the hospital to tailor offer acceptance to individual patients and improve outcomes.

Hartford Hospital also implemented the use of a rolling report to all key stakeholders, third-party monitoring (XynQAPI), and EMR and QAPI dashboards to create new reports to monitor and identify trends in pre and post-transplant care.

** As reported by the Scientific Registry of Transplant Recipients (SRTR)*



THE T. STEWART HAMILTON, MD, DISTINGUISHED SERVICE AWARD

Stephen A. Frayne, CHA's former Senior Vice President of Health Policy, is the recipient of the T. Stewart Hamilton, MD, Distinguished Service Award.

With over three decades of experience advocating on behalf of hospitals and the patients they serve, Stephen fully encompasses the qualities and accomplishments celebrated by the award, which is granted to individuals who “contribute significant, noteworthy services to the health of the public.”

Stephen started at CHA in 1984 and led CHA's policy efforts through transformative times in areas related to healthcare reform, value-based payment design and implementation, Medicare and Medicaid payment policy, hospital finance reporting, analysis, and interpretation, and development and advancement of legislative and administrative initiatives to assure adequate funding for hospital services.

From Hartford to Washington, Stephen excelled in representing



the collective voice of Connecticut's hospitals and health systems and bringing people and organizations together to achieve shared goals and develop comprehensive, expertly informed, and carefully considered policies.

He led the effort for inclusion in the Affordable Care Act (ACA),

providing the ability for states to early adopt the expansion of Medicaid. Connecticut became the first state to take advantage of this option.

Stephen acted as a strong advocate for fairness and equity in Connecticut Medicaid hospital reimbursement. Working in partnership with the state, he developed and implemented Medicaid rate adjustments in 2008 for all hospitals for fee-for-service, managed care, and general assistance populations. His work was influential in modernizing Medicaid, focusing on eligibility, physician and hospital funding, and gain sharing.

Stephen's work has also enhanced patient access to healthcare across the state. His many contributions supporting patients include creating a partnership with the Department of Social Services (DSS) to place



Medicaid eligibility workers in hospitals and leading efforts overseen by the CHA Board of Trustees to adopt hospital voluntary principles and guidelines for financial assistance to uninsured patients and debt collection with a focus on removing barriers to access.

His final years at CHA prior to retirement were exceptionally pivotal. Connecticut's hospital tax was abused for many years and used as a means to generate revenue and plug state budget holes, rather than as the balanced measure it was intended to be. Stephen was instrumental in advocating to make hospitals whole and restore fairness to the tax, which included taking on the executive branch and working collaboratively with lawmakers and state officials to pave a new path forward with the adopted 2019 hospital settlement.

Stephen's intelligence, expertise, creativity, solutions-driven approach, and humor guided CHA and the entire state through significant healthcare challenges, bringing people together to not only resolve issues but to develop ways to make the entire healthcare system better – making high-quality care more resilient and accessible across Connecticut.





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POSITION	NOMINEE	TERM
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	John M. Murphy, MD , President and CEO, Nuvance Health	1-year term
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	Katherine L. Heilpern, MD , President, Yale New Haven Hospital	3-year term
	John M. Murphy, MD , President and CEO, Nuvance Health	3-year term
	Deborah K. Weymouth , President and Chief Executive Officer, Eastern Connecticut Health Network and Waterbury HEALTH	3-year term
AHA DELEGATE	Anne Diamond, JD , President, Bridgeport Hospital	3-year term



ABOUT CHA'S KEYNOTE SPEAKER



Pulitzer Prize-winning journalist Jonathan Capehart is known for his insightful, hard-hitting reporting and writing and witty commentary. He is associate editor of *The Washington Post*, where he writes a weekly column focusing on the intersection of social and cultural issues and politics, hosts the *Post*'s "Capehart"

podcast and live roundtable show "First Look," which is also streamed on "The Choice MSNBC" on Comcast's Peacock streaming service. He served as a member of *The Washington Post*'s editorial board until 2022. He is also an MSNBC contributor and anchor of *The Saturday Show & The Sunday Show with Jonathan Capehart*, and a regular PBS NewsHour contributor — delivering its Friday evening political commentary segment *Brooks & Capehart*. He discusses the news of the day, cultural shifts happening domestically and globally, and the issues that matter now and will matter in the months and years to come. Capehart is also revered for his abilities as an expert panelist and moderator, who is particularly skilled at directing and navigating honest, meaningful conversations with high-level personalities.

In addition to his work with MSNBC and the *Post*, he is a regular moderator of panels at the Aspen Ideas Festival and for the Aspen Institute, the Center for American Progress and at the Atlantic Dialogues conference and the Brussels Forum of the German Marshall Fund. He has also moderated sessions at the Atlantic's Washington Ideas Forum and for the Connecticut Forum.

Between his show, column, podcast, and panel moderating, Capehart has interviewed important political leaders and cultural icons including President Barack Obama, Vice

President Joe Biden, Attorney General Loretta Lynch, former Secretary of State Hillary Clinton, former chair of the Democratic National Committee Rep. Debbie Wasserman Schultz, House Minority Leader Nancy Pelosi, Independent presidential candidate Evan McMullin. Capehart has also interviewed actress Sonia Braga, jazz great Nancy Wilson, Academy Award-winning actor Christoph Waltz, dancer and choreographer Savion Glover and Bravo television's Andy Cohen. His MSNBC special "A Promised Land: A Conversation with Barack Obama" was nominated in 2021 for an Emmy for "Outstanding News Discussion & Analysis." His MSNBC special "Pride of the White House" won a GLAAD Media Award for "Outstanding TV Journalism — Long Form" in 2022.

Capehart was deputy editorial page editor of the *New York Daily News* from 2002 to 2004, and served on that paper's editorial board from 1993 to 2000. In 1999, his 16-month editorial campaign to save the famed Apollo Theatre in Harlem earned him and the board the Pulitzer Prize for Editorial Writing. Capehart left the *Daily News* in July 2000 to become the national affairs columnist at Bloomberg News, and took a leave from this position in February 2001 to serve as a policy adviser to Michael Bloomberg in his first successful campaign for New York City mayor.

Capehart has additionally served as a guest host on "Midday on WNYC" on New York Public Radio. In September 2014, the Advocate magazine ranked Capehart 9th out of 50 of the most influential LGBT people in media. In December 2014, Mediaite named him one of the "Top 9 Rising Stars of Cable News."



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**Congratulations to all the winners being honored at the
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Congratulations

to the Hartford Hospital Adult Kidney Transplant Program for earning the prestigious **John D. Thompson Award** for its continued dedication to excellence, achieving the highest kidney graft survival rates in the nation in 2023; and Hartford HealthCare Heroes **Lisa DeCarlo, APRN, Funmi Falade, MD, Barbara Poirier, Barbara Sinko, LMSW, Eugenia “Ginny” Soucie, RN, Matt Tichauer, MD, and Kelly Walsh** for their unwavering commitment to our patients and families.

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Congratulations to **Kyle Ballou, Esq.**, our very own
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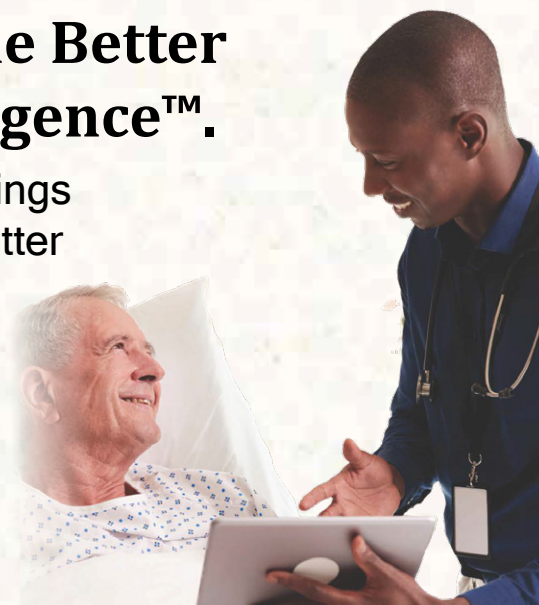


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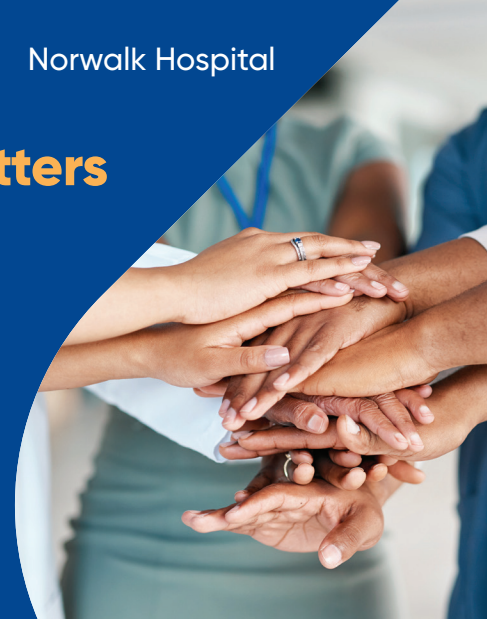


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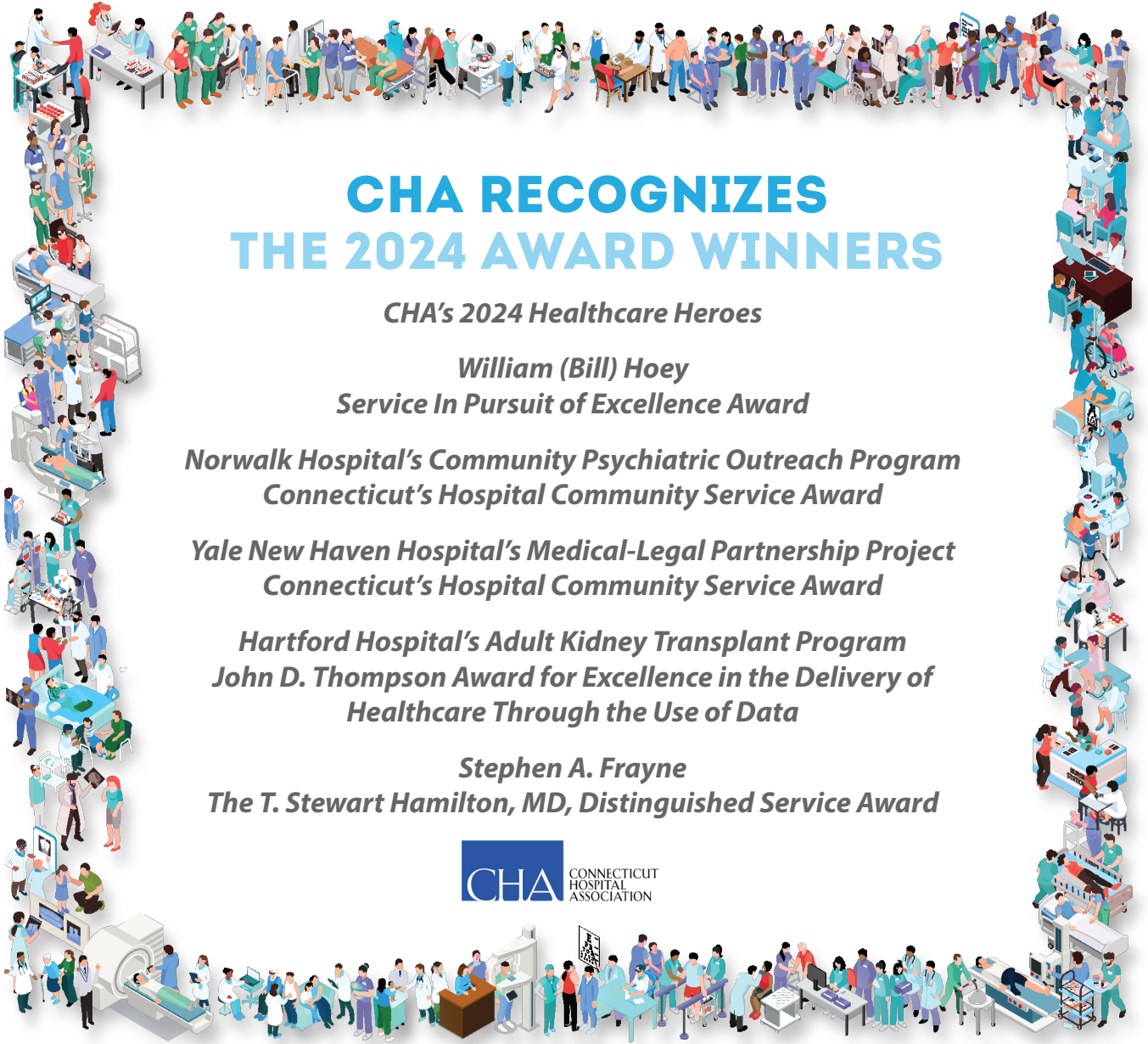
*William (Bill) Hoey
Service In Pursuit of Excellence Award*

*Norwalk Hospital's Community Psychiatric Outreach Program
Connecticut's Hospital Community Service Award*

*Yale New Haven Hospital's Medical-Legal Partnership Project
Connecticut's Hospital Community Service Award*

*Hartford Hospital's Adult Kidney Transplant Program
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