



CONNECTICUT HOSPITALS:

# Leading the JOURNEY

To Better Care,  
Better Health,  
Lower Costs



## PROGRAM AGENDA

**Connecticut Hospitals: *Leading the Journey to Better Care, Better Health, Lower Costs***  
**97th Annual Meeting**  
**June 30, 2015**

**3:30 – 4:00 p.m. Registration**

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

Call to Order

Bruce Cummings

Invocation

Most Reverend Christie A. Macaluso

Report of the President

Jennifer Jackson

Report of the Chairman of the Board

Bruce Cummings

Acknowledgment of Outgoing Trustees

Bruce Cummings

Election of Trustees and Officers

Bruce Cummings

Awards Presentations

Bruce Cummings

AHA Grassroots Champion Award

Healthcare Heroes

Honorary Membership Award

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. Station Buffet and Open Bar**

**6:00 – 7:00 p.m. Guest Speaker**

Katty Kay

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



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## MESSAGE FROM THE BOARD CHAIRMAN AND PRESIDENT

For the third consecutive year, Connecticut hospitals continued leading on the long journey to transforming fundamentally every aspect of healthcare delivery. Faced with a legislature concerned about the impact on Connecticut hospitals of sweeping changes under way across the nation, we implemented a targeted issue-based advocacy campaign to ensure a sustainable healthcare future for Connecticut. We argued strongly against the decision to balance the state budget by shifting resources away from hospitals – an unwise and untenable strategy that we pointed out will lead to continued job losses, cuts in services, and deferred plans to create new models of care. Joining forces with providers across the continuum of care, we raised our voices in support of building a sustainable healthcare environment that preserves care and access for all, and funding it adequately.



*Bruce Cummings*

Recognizing that this past session was one battle in a long fight, we were nevertheless deeply disappointed that legislators pushed forward with a budget that will hurt hospitals. We’re challenging the short-sighted decisions made and continue the fight for an effective and sustainable system. We are unified in our resolve as we move into the Special Session and beyond, determined and persistent in advocating for fairness and for the advancement of innovative, actionable solutions aligned with the hospital mission.



*Jennifer Jackson*

We are leading the charge to take healthcare into the future, reflected in this year’s Annual Meeting theme, Connecticut Hospitals: *Leading the Journey to Better Care, Better Health, Lower Costs*.

This year, hospitals remained keenly focused on eliminating harm to patients. We reached a milestone in our groundbreaking high reliability work, with more than 25,000 people now trained in high reliability science and the work now expanding beyond hospital walls – to patients and others across the continuum of care. And, as part of our high reliability journey, Connecticut hospitals this year adopted the first statewide Safety Absolute on patient identification, setting a unique statewide standard for patient safety.



Strong results were reported this year by the Centers for Medicare & Medicaid Services showing that over the course of the three-year Partnership for Patients initiative, Connecticut hospitals reduced events of preventable harm by nine percent—more than 13,400 events prevented. But we know much work remains to be done, and Connecticut hospitals have come together this year through CHA to reduce infection rates, focusing initially on catheter-associated urinary tract infections—driving improvement through data sharing, peer-learning, best practice education, and targeted intervention.

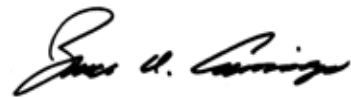
Central to our focus on population health has been CHA's launch this year of a statewide initiative to address asthma, a prevalent health condition in Connecticut that also disproportionately affects the Black/African American and Latino populations. With its focus on working with state agencies and community partners, the asthma initiative will serve as a model for collaborative chronic care management and improving health equity.

Recognizing that mental health issues are a critical population health challenge, CHA and hospitals successfully advocated for state funding of Community Care Teams, an evidence-based, integrated model of care to aid our state's most vulnerable patients, and for legislation to support a comprehensive statewide strategy to reduce the impact of opioid addiction. That came on the heels of an endorsement by CHA, in collaboration with the Department of Public Health and others, of a set of voluntary opioid prescribing guidelines to help medical staff treat patients in the Emergency Department.

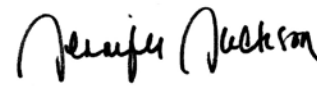
Asthma, opioid misuse, and perinatal care are areas we have identified for clinical collaboration with the state, as we continue working to improve care for the Medicaid population. And we are participating in the State Innovation Model (SIM) initiative, representing hospitals' interests in the plan to transform care delivery and reform the payment system in Connecticut.

Without a doubt, our challenges are many. But we face them together, standing strong and united as we continue to fight for smart policies that move healthcare into the future for the benefit of patients. We have proven repeatedly that we have the courage and the compassion needed to remain steadfast on the journey to better care, better health, and lower costs.

On behalf of the CHA Board and the CHA staff, thank you for allowing us the privilege of serving you.



**Bruce Cummings**  
Chairman, CHA Board of Trustees  
President/CEO  
Lawrence + Memorial Hospital



**Jennifer Jackson**  
President and CEO  
Connecticut Hospital Association

## REPORT OF THE TREASURER

It is my pleasure to report to you that the financial position of the Connecticut Hospital Association is sound. On June 5, 2015, 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, 2015. The auditors issued an unqualified 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 cash position is strong and its internal controls are effective and, for the eleventh consecutive year, the auditors did not issue a management letter. For your reference, the consolidated balance sheet and income statement are included as an insert in the CHA Annual Report.



*Christopher O'Connor*

CHA followed a strong 2014 fiscal year with positive operating results in 2015. During FY 2015, CHA continued to reduce expenses while enhancing member services and positioning them for future growth with initiatives such as expanding markets for data and IT services and development of real-time data feeds from member hospitals. The Financial Oversight Committee continues to monitor the impact of the frozen defined benefit plan on CHA's financial position; the adoption of updated mortality tables drove a significant increase in the pension liability and resulted in negative Net Assets of (\$5.6 million) at year-end. Net operating income totaled \$221,000, a 1.0% margin. Inclusive of one-time non-operating revenues related to the Rural Floor Budget Neutrality Adjustment case, CHA's net income for FY 2015 was \$351,000.

FY 2016 will focus on the continued implementation of CHA's 2014-2017 Strategic Plan in support of the four strategic priorities: Clinical and Operational Excellence, Performance-Based Reimbursement, Population Health, and Association Effectiveness and Member Value. CHA's business model continues to focus on three service lines: Advocacy and Public Policy, Quality/Patient Safety and Education, and Data and Information Technology.

The Committee has reviewed the budget and business plan for the new fiscal year, which includes growth projections that result in positive net financial performance. The FY 2016 budget reflects the continued implementation of broad-based advocacy at the state and federal level, supported by membership dues and subsidies from member services, and includes a 4% dues reduction for acute care hospitals as the third year of a five-year plan to reduce dues by 20%. The budgeted 1.1% pre-tax margin reflects the reduction in acute care hospital dues as well as growth in Data Services and ChimeNet.

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



**Christopher O'Connor**

*CHA Treasurer*

*Executive Vice President*

*Chief Operating Officer*

*Yale New Haven Health System*







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

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







## CLINICAL AND OPERATIONAL EXCELLENCE

Central to the mission of every hospital is a dedication to providing high quality, safe care for all. CHA supports this mission by facilitating hospital culture change focused on high reliability safety practices and patient-centered care redesign.

The high reliability safety movement continues to generate momentum. Since 2011, through CHA, more than 25,000 staff and physicians in hospitals across the state have been trained in high reliability safety behaviors at CHA and member organizations. Hospitals are learning, sharing, and applying nationally recognized evidence-based practices to achieve the highest standards of quality and safety — saving lives every day, and serving as a national model for positive culture change, innovation, and leadership in patient safety.

As part of the CHA High Reliability Collaborative, Connecticut hospitals adopted the first statewide Safety Absolute in January with hospital staff reinforcing the rule of checking two forms of patient

identification. The Safety Absolute roll-out included education and training for hospital staff and patients, managers, and physicians.

This year CHA began implementation of a statewide initiative to improve Connecticut hospital performance on key publicly reported infection measures, focusing initially on catheter-associated urinary tract infections (CAUTIs) and driving improvement through peer learning, best practice education, hospital-specific reporting, and targeted interventions. Through CHA, hospitals are also focused on reducing central line-associated bloodstream infections, *C. difficile*, methicillin-resistant *Staphylococcus aureus* (MRSA), and multiple drug-resistant organisms through the CDC's Emerging Infections Program (EIP) with the Connecticut Department of Public Health's Healthcare-Associated Infections (HAI) Division.

Connecticut hospitals participated with CHA in a surgical quality collaborative that assesses risk factors for surgical complications and shares best practices to reduce the likelihood of surgical site infections, blood clots, perforations, and bleeding. CHA also embarked on a first-of-its-kind statewide radiation dose management (RDM) initiative in which healthcare providers across the continuum will collaborate to minimize radiation exposure across the population.





In December 2014, CHA and Connecticut hospitals completed participation in the largest patient safety improvement initiative ever undertaken, as the national three-year Medicare & Medicaid Services (CMS) Partnership for Patients program drew to a close. The Partnership for Patients was designed to reduce preventable inpatient harm by 40 percent and readmissions by 20 percent. During the course of the project, Connecticut was a consistent top-performing state and ended the project in December 2014 in the top quarter. In its summary, the American Hospital Association's Health Research & Educational Trust (HRET) estimated that over the course of the project, Connecticut reduced events of preventable harm by nine percent, with more than 13,400 events prevented. CHA will coordinate Connecticut hospital participation in a new Partnership for Patients program expected to begin in August 2015.

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*Facing the threat of a world health crisis this year, Connecticut hospitals came together to coordinate Ebola preparations and response. With CHA serving as a facilitator and convener of several stakeholders, hospitals participated in weekly statewide calls to share information, resources, and best practices, and worked with DPH to coordinate efforts on a state level.*





## PERFORMANCE-BASED REIMBURSEMENT

This year, CHA continued its sharply focused advocacy in Hartford to oppose cuts, taxes, and regulatory burdens aimed at hospitals. Opposing Medicaid cuts and the hospital tax became the focus of a large, collaborative, and highly visible public campaign after the Governor’s FY 2016-2017 budget proposed cuts to reimbursements and an expansion of the hospital tax.

In collaboration with healthcare partners including Leading Age Connecticut, the Connecticut Association for Health Care Facilities, the Connecticut Association for Healthcare At Home, and the Connecticut State Medical Society, CHA and hospitals advocated for funding Medicaid adequately. Joint discussions with legislators were held in Hartford, grassroots supporters sent thousands of letters, and in April, hundreds of healthcare providers from across the continuum packed the state Capitol for Connecticut Healthcare Day. Although the final budget includes Medicaid cuts, the impact was significantly mitigated. Hospitals and their care partners continue to push for adequate funding.



CHA continued to fight an increase in the hospital tax and pursue the elimination of the tax. During the 2015 Legislative Session, hospitals mounted significant grassroots efforts that generated 25 tax phase-out bills being filed by 33 legislators including a bill raised by the Finance, Revenue and Bonding Committee. As well, CHA fought proposals that would create onerous regulatory burdens, and worked to mitigate their impact to hospitals. CHA continues to oppose legislative attempts to compel not-for-profit hospitals to pay property tax.

To improve the mental health system, CHA and hospitals successfully advocated for a state investment in Community Care Teams (CCTs), a proven integrated community care model. The implementation of CCTs statewide will improve healthcare for patients with chronic and persistent medical needs; reduce overcrowding in hospital EDs; relieve pressure on hospitals

and other medical, mental health, substance abuse, and social service providers; and save the state money by reducing visits to hospital EDs by Medicaid recipients.

In Washington, DC, CHA and hospital leaders met with members of Connecticut’s congressional delegation. They discussed numerous topics including fiscal issues, the challenging regulatory environment in Connecticut, mental health care, and the need to expand the number of physician residencies to provide an adequate training ground for the next generation of physicians.

Meanwhile, this year Connecticut hospitals continued to take steps to improve care for the state’s Medicaid patients. Hospitals are collaborating with the Connecticut Department of Social Services (DSS) and its Medicaid Administrative Services Organization (ASO), Community Health Network of Connecticut (CHN), to pursue Medicaid value-based redesign. CHA is receiving real-time Admission-Discharge-Transfer (ADT) data from hospitals and is sending those data to CHN on their behalf to support CHN’s intensive case management activities.







CHA, DSS, and CHN also identified three areas for clinical collaborative work to improve care for Medicaid patients, including asthma, opioid misuse, and perinatal care. In March 2015, CHA launched a statewide asthma initiative to improve patient care and access and to design new models of care that will transform community partner and hospital relationships. In January 2015, CHA, the Connecticut State Medical Society (CSMS), the Connecticut Chapter of the American College of Emergency Physicians, and the Connecticut Department of Public Health endorsed a set of voluntary opioid prescribing guidelines for Emergency Departments (EDs). The guidelines will help medical staff treat patients with chronic pain conditions who come to the ED. CHA also successfully pursued legislation during the 2015 Legislative Session that is consistent with the CHA Board-approved recommendation to support a comprehensive statewide strategy to reduce the impact of opioid addiction. In May 2015, at CHA, the Connecticut Perinatal Quality Collaborative kicked off a statewide effort to improve perinatal safety. The effort, intended to engage every birthing hospital in the state in improving breastfeeding rates, will position Connecticut for CDC Perinatal Quality Collaborative (PQC) grant consideration.





## POPULATION HEALTH

Connecticut hospitals play a major and continually expanding role in population health management and improving the health of the communities they serve. CHA supports that work by facilitating care coordination and optimization across the continuum and focusing on integrated, equitable care.

Population health was the focus of the 13th annual CHA Patient Safety Summit in March 2015. The program focused on health outcomes, health distribution within a population, health determinants, and the policies and strategies needed to improve patient safety and population health in the transition to value-based care. Keynote speaker David B. Nash, MD, Dean of the Jefferson School of Population Health, said population health is all about care coordination, sharing best practices, and keeping people healthy and out of the hospital, noting this is fully aligned with where care is headed.

CHA serves on the Advisory Council for the State Health Improvement Plan, developed by the Department of Public Health with participation from a broad coalition of partners, and provides a framework for health promotion and disease prevention in the current decade, with overarching themes of improving health equity and addressing the social determinants of health. CHA is partnering with the Chronic Disease division at DPH as lead convener for the chronic disease component of the State Health Improvement Plan.

*“There is a lot that we are already doing together. I think we’ve come a long way toward demonstrating value, and making patient care safer and communities healthier.”*

– Jewel Mullen, MD, Commissioner, Connecticut Department of Public Health



CHA also represents Connecticut hospitals’ interests in the development of the State Innovation Model (SIM), a plan for the future delivery and payment of healthcare services in the state. CHA’s focus has been on educating state leaders and participants on hospitals’ role in population health and primary care transformation, on monitoring SIM implementation, and on facilitating hospitals’ full participation with SIM including in Medicaid shared savings initiatives.

CHA also supports hospitals’ population health strategies with hospital-specific community health profiles and advanced data analytics. Each community health profile included an executive summary of insights and key actionable drivers, as well as health profile data comprising demographic and socioeconomic factors and leading health indicators. ChimeMaps, CHA’s interactive GIS mapping tool,



continues to be used to evaluate hospital, health, and population data for the purposes of strategic planning and business development, community analysis, and population health management.

A significant part of CHA’s population health work focuses on health equity and using data to identify disparities and areas for action. Initial analysis identified asthma as an area of significant disparity, particularly with the Black/African American and Latino populations.



*“Asthma is an issue on which we can make headway and solve. Hospitals are always seeking to better serve patients and communities.*

*Coordinating care is key.”*

– Stuart Marcus, MD, President and CEO, St. Vincent’s Medical Center

In March 2015, CHA launched a statewide asthma initiative, developed by the CHA Committee on Population Health, to improve patient care and access and to design new models of care that will transform community partner and hospital relationships. The asthma initiative, supported by a grant from the Connecticut Health Foundation, will mobilize hospitals in collaboration with community partners to better identify barriers and challenges in the continuum of care for adults and children with asthma; develop population-specific models of intervention; identify, share, and implement best practices; and develop and foster implementation of strategies for sustainability. The initiative is being led by Anne Diamond, CEO, UConn Health’s John Dempsey Hospital, and Stuart Marcus, MD, President and CEO, St. Vincent’s Medical Center.



*“We have a vision for the future of how asthma is managed in our state, and we are confident as a group that we can move forward the care of asthma for patients in Connecticut.”*

– Anne Diamond, UConn Health

Building from a strong foundation of three years of work, CHA’s Diversity Collaborative began a transformation to a broader focus on health equity. CHA continued its partnership with the Connecticut Association of Healthcare Executives, National Association of Health Services Executives, and the New England Regional Health Equity Council to collaborate on opportunities to advance the health equity agenda.



Additionally, CHA continues to work with hospitals to assist them in implementing the enhanced 2013 National Standards for Culturally and Linguistically Appropriate Services in Health and Health Care (CLAS Standards). By strategically incorporating the 15 CLAS standards into the fabric of our hospitals, more culturally and linguistically appropriate services will ultimately advance health equity, improve quality, and help eliminate healthcare disparities.





## MEMBER-FOCUSED SERVICES

This year, CHA continued to help members meet the challenges of today's dynamic and rapidly evolving healthcare arena. Through CHA Data Services and ChimeNet, CHA supported hospitals' critical need for data, information, and analysis, as well as high-speed connectivity, Internet access, and secure network services. As well, the next generation of healthcare leaders is trained at CHA through its cost-effective education and leadership development programs.

CHA delivered 88 educational programs, issue-based conferences, and member briefings to hospital leaders, clinicians, and healthcare professionals across the care continuum to help them stay abreast of critical issues and challenges in the rapidly changing healthcare landscape. More than 2,000 hospital leaders and staff were trained in High Reliability safety principles at CHA and participated

in various quality programs funded through the national Partnership for Patients initiative. An additional 2,000 healthcare professionals participated in programs focused on timely issues related to leadership and management development, regulatory compliance, health equity, reimbursement, and population health.

New in 2015, CHA held several education sessions on USP Chapter <797> Sterile Compounding to provide hospitals with skills and best practice education necessary to comply with new sterile compounding regulations. Also new, and in support of CHA's population health priority, a kickoff event for CHA's statewide asthma initiative was held in March, with more than 70 members in attendance.



Consistent with the strategic shift in Education Services to create more issue-based, multi-disciplinary programs and cross-continuum learning and best practice sharing, CHA held member briefings on a range of topics including Caring for Behavioral Health Patients in the ED, Addressing Child Abuse and Sex Trafficking of Minors in the ED, Clinical Documentation Improvement, Restraint and Seclusion, as well as sessions in collaboration with the Connecticut Department of Social Services on policies for inpatient services under APR-DRG, DSM-5, Medical Detox admission data, and tools to better serve Medicaid patients. CHA partnered with ONE-CT to present *The Innovators DNA*, received enthusiastically by almost 100 nursing leaders. CHA also held a joint program on End of Life Care, which addressed life-prolonging care, limited care, and comfort care with the Collaboration of Care partners, an alliance of Connecticut healthcare organizations from across the continuum.

The CHA Leadership Program series brought nationally recognized experts to Connecticut again this year. David Nash, MD, MBA, Jefferson School of Population Health, provided the keynote address for the 2015 Patient Safety Summit, and Cy Wakeman presented the keynote at the 2014 Nurse Leadership Forum on Reality-based Leadership.

Based on strong member feedback, CHA continued the Lean Principles in Healthcare program focused on process flow and Value Stream Mapping, to help hospitals reduce waste, streamline processes, and improve interdisciplinary collaboration.

## Data Services

CHA Data Services expanded its offerings to provide new innovative data solutions, including predictive modeling, that support hospitals in the management of clinical care redesign and navigation of evolving payment models. Products, services, and business intelligence capabilities include enhanced benchmarking, performance reporting, and analytics on market share, service lines, physician performance, quality and patient safety, and community health and disparities. These products and services help hospitals gauge their performance in quality improvement and patient safety, track and trend the utilization of key hospital services, and meet regulatory requirements.

This year, CHA Data Services provided hospitals with updated community health profiles to support their data needs for community health needs assessments, and also provided hospitals with data and analytics in support of advocacy including behavioral health, asthma, and perinatal issues. In addition, quality and population health initiatives were supported with new data summarization tools such as scorecards and dashboards. CHA Data Services continues to collect, store, and analyze administrative claims data from inpatient admissions, emergency department (ED) non-admissions, hospital-based ambulatory surgeries, and outpatient observation encounters from Connecticut member hospitals. In support of Medicaid redesign, CHA Data Services also collected real-time admit/discharge/transfer data from hospitals and provided Medicaid Admission-Discharge-Transfer data to DSS/CHN.

CHA Data Services continues its market and product expansion strategy focused on growing its data holdings to include outpatient data, data from providers across the continuum of care in Connecticut, and partnerships with other state hospital associations. CHA now has agreements with two other state hospital associations that allow their hospitals to utilize ChimeMaps.

## ChimeNet

In a rapidly changing technology environment, ChimeNet continued to provide secure, high-speed broadband connectivity, Internet access, and fully managed network, security, and wireless services for hospitals, physicians, municipalities, schools, and other select businesses that reduce costs, simplify IT infrastructure, and provide access to state-of-the-art technology.

ChimeNet's data center infrastructure provided a platform for delivering shared IT solutions for hospitals and physicians, and supported advanced data analytics and delivery of services to out-of-state hospital associations. Hospitals, large physician practices, and other commercial businesses utilized ChimeNet's data center infrastructure for redundancy and disaster recovery.

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

## AHA GRASSROOTS CHAMPION AWARD

### STEPHEN W. LARCEN, PHD

Senior Vice President, Hartford HealthCare

President, Hartford HealthCare Behavioral Health Network

The American Hospital Association Grassroots Champion Award was created to recognize hospital leaders who effectively educate elected officials on how major issues affect hospitals' vital role in the community, who have done an exemplary job in broadening the base of community support for hospitals, and who have been tireless advocates for hospitals and patients. The Grassroots Champion Award is presented annually to one individual from each state.



Connecticut's 2015 Grassroots Champion is Stephen W. Larcen, PhD, President of Hartford HealthCare's Behavioral Health Network, which includes The Institute of Living at Hartford Hospital, Natchaug Hospital, Rushford, and behavioral health services at other Hartford HealthCare member organizations, including Backus Hospital and The Hospital of Central Connecticut.

Throughout his career, Steve has exhibited exceptional leadership in grassroots advocacy. With more than 40 years of experience in behavioral health and healthcare management, he is one of the most knowledgeable and well-respected mental health advocates in Connecticut. He takes seriously his role of educating legislators on the mental health system to affect positive public policy change.

With CHA, Steve serves as the co-chair of the Subcommittee on Mental Health. He is also a long-standing member of CHA's Committee on Government.

Steve took on the role of Vice President of Behavioral Health for Hartford HealthCare in 1997 while serving as President and CEO of Natchaug Hospital, a position he





assumed in 1990. In 2011, he added the role of President and CEO of Windham Hospital. With the reorganization of Hartford HealthCare into regions in 2013, his focus became the system's behavioral health service line.

Among his many leadership and community activities, Steve was appointed by the Governor to the Connecticut Behavioral Health Partnership Oversight Council. He was a board member of the National Association of Psychiatric Health Systems, which has also recognized Steve for his advocacy at the federal level. He is a incorporator of Lawrence + Memorial Hospital and a board member of the Community Foundation of Eastern Connecticut, and has previously served on the East Lyme Board of Finance.

*With more than 40 years of experience in behavioral health and healthcare management, he is one of the most knowledgeable and well-respected mental health advocates in Connecticut.*

CHA congratulates Steve on this well-deserved recognition and extends deep thanks for his service to Connecticut hospitals.

## CELEBRATING CONNECTICUT'S HEALTHCARE LEADERS

### CHA Healthcare Heroes

#### **DENISE BUONOCORE, MSN, ACNPC, CCNS, CCRN, CHFN**

Nurse Practitioner, Heart Failure Service  
St. Vincent's Health Services  
*Nominated by Caryn Kaufman*



**N**urse practitioner Denise Buonocore, who cares for patients with heart failure at St. Vincent's Medical Center, has made three separate mission trips to bring her knowledge and experience to Haiti, one of the poorest nations in the world. When the largest hospital in northern Haiti sought to establish a heart failure program, colleagues reached out to ask if Denise would help. She agreed, not having any idea how extensive the project would become.

Denise, working with other volunteers for the Crudem Foundation, provided guidance on various aspects of heart failure clinic development, including implementation of clinical practice guidelines and consulting on the construction layout of a new clinic building. She worked with the local team to provide a process for standardizing documentation that was meaningful for the local physicians and for visiting volunteers.

She educated physicians and nurses about general cardiology and heart failure treatment, and saw patients in the heart failure/cardiology clinic and in the hospital in collaboration with American cardiologist volunteers and local Haitian colleagues. For patients too sick to travel to the hospital, she rounded with a local nun in the mountains to care for them.

Positive improvements from Denise's and other volunteers' mission work include opening a new outpatient heart failure clinic, improving adherence to guidance-based treatment for heart failure, and standardizing treatment for patients with peripartum cardiomyopathy (Haiti has the highest rate in the world). While work there is far from over, her volunteer efforts have enabled local providers to care for patients long after her departure.

**KAREN BUTTERWORTH-ERBAN, RN**

Regional Director of Emergency Services for the Hartford HealthCare East Region, which includes The William W. Backus Hospital and Windham Hospital  
*Nominated by Shawn Mawhiney*

Registered nurse Karen Butterworth-Erban knows that small things make a big difference. Whether it is clearly communicating the plan of care to a patient, providing the estimated time it will take to get test results, or finding a chair for an exhausted family member, Karen and her staff take the time to do it.

And Karen's focus is on bigger things too. For example, after noticing an increase in the amount of drug-related visits to the Backus and Windham Emergency Departments, as well a rise in overdoses, she helped form an Emergency Services-Community Public Safety Collaborative, which includes community partners such as Hartford HealthCare Mental Health Services, EMS, local fire and police departments, the Department of Children and Families (DCF), the Southeastern Regional Action Council, and Connecticut State Police. The Collaborative develops treatment linkages while identifying and eliminating gaps along the substance abuse continuum of care.

Karen also helped create a Hartford HealthCare East Region-Department of Children and Families Partnership to combat child abuse, which has opened new doors between DCF and Hartford HealthCare that have led to positive patient outcomes.

Whether it is providing direct care, communicating with a patient, mentoring staff, or solving larger healthcare issues, Karen is in the middle of it all, living up to a pledge she made as a nurse. "It is my goal," she said, "to encourage and support others."

**MADDALENA DEROSA, MD**

Medical Director for the Geriatric and Extended Care Service Line  
VA Connecticut Healthcare System  
*Nominated by Katie Phillips*



Sometimes it's a special requested flavor of ice cream, or securing safe travel for a veteran who wants to see the Memorial Wall in Washington one last time. Other times it's taking an hour at the end of an already long day to bring a veteran to the kitchen and cook him pasta, while sitting and talking with him about life as he enjoys (and keeps down) his food for the first time in weeks.

This is a glimpse into the magnificent work of Dr. Maddie DeRosa, and a few of the extraordinary gifts she brings daily to both veterans and staff. Maddie is willing to go to great lengths to make a veteran's wish possible. She puts her veterans first in all that she does, serving as doctor, friend, confidant, and advocate.

Maddie has great empathy and sensitivity for end-of-life issues. She is holistic in her approach and ensures that all dimensions are addressed. Deeply spiritual in nature, it is not uncommon to see her praying at the bedside with family and staff. Her approach to treatment is never limited to symptom management and healing; it encompasses treating the entire body and soul.

Maddie is the heart of the Community Living Center, helping veterans live a life of dignity, until their time comes, and then assisting them with dying a dignified death.



**SCOTT ELLNER, DO, MHCM, FACS**

President, Saint Francis Medical Group  
 Vice Chairman, Department of Surgery  
 Director, Surgical Quality  
 Saint Francis Hospital and Medical Center  
*Nominated by Fiona Phelan*

**F**or six years, Scott Ellner, DO, has been at the forefront of the regional and national charge to improve patient safety and surgical outcomes. His work has led to lower infection rates, faster recoveries, shorter hospitalizations – and has saved lives.

Scott established the Saint Francis Surgical Safety Task Force, which has recorded an impressive decrease in adverse outcomes in the OR. He also is the founding member of the Connecticut Surgical Quality Collaborative, an initiative that brings together 22 Connecticut hospitals and three state medical groups to improve patient safety in all surgeries, and has taken the lead in securing grants to help fund and coordinate the training of surgical teams at the participating hospitals.

In 2013, he was named by Becker's Hospital Review one of the 50 Experts Leading the Field of Patient Safety. In 2015, he was the inaugural recipient of the Roger Schenke Award from the American Association for Physician Leadership, which honors those who have exhibited innovation in creating education or training programs to advance physician leadership and improve healthcare.

As an Assistant Professor of Surgery at the UConn School of Medicine, Scott is also actively involved with research opportunities in quality and patient safety.

**PAUL KELLY, MD**

Chief of Cardiology  
 Saint Mary's Hospital  
*Nominated by Jennifer Clement*



**S**aint Mary's Hospital is among the first in the country selected to participate in the American College of Cardiology's Patient Navigator Program, which helps cardiac patients overcome challenges in the weeks following their hospital discharge and helps them avoid hospital readmission.

Enter Dr. Paul Kelly and "The Pump Club," a program he presented to meet these challenges. The name itself is intended to create a sense of hope and belonging for heart failure patients, who are identified as Most Vulnerable Patients, or MVPs.

Pump Club members come to the hospital for post-discharge education, help managing their medications, IV therapy, and other treatment. It's also a place where they can get a cup of coffee and a sandwich and talk with Paul and other providers.

During each visit, Paul and the staff go beyond the clinical needs of patients to address their socioeconomic needs and eliminate barriers to care. Can they get to appointments? What are their living conditions like? Do they have heat? Do they have access to food? Are they struggling with substance abuse? For these patients, a diagnosis of heart failure can be overwhelming.

Without the Pump Club, many of these vulnerable patients would struggle to manage their heart failure and inevitably seek care in the Emergency Department. With each ER visit, they have a 30 percent chance of hospital readmission. Paul and his team are helping to change that, one patient and one encounter at a time. By founding the Pump Club, they are delivering exceptional care and establishing a framework to keep patients as healthy and stable as possible.

**RON KERSEY**

Emergency Medical Services Coordinator  
Lawrence + Memorial Hospital  
*Nominated by Lauren Williams and Bruce D. Cummings*

Whether the situation is a fire, hurricane, flood, blizzard, or other extraordinary event, Ron Kersey readily takes the lead, orchestrating complex responses, mobilizing needed resources, ensuring the flow of information, and above all, keeping patients safe.

Even in the most stressful situations, Ron's calm demeanor, exceptional knowledge, and professionalism are apparent. He led the hospital through multiple emergencies stemming from a fire caused by a faulty utility-owned transformer. When shoreline communities were devastated by Hurricane Sandy, Ron readied Incident Command to address the medical needs of those displaced.

When the possibility of an infectious disease emergency arose with the Ebola pandemic, Ron served as liaison to the Centers for Disease Control and public health departments in two states, ensuring that staff would be protected and capable of caring for victims should the need arise.

Ron is a certified teacher in the hospital's high reliability/patient safety program. He also manages the regional paramedic service, teaches new first-responders, and has led advancements in pre-hospital care for those having a heart attack or stroke. Described as the "go-to guy" and a problem solver, Ron is the one that others – both within the hospital and in the larger community – look to in an emergency.

**ERICA KESSELMAN, MD**

Obstetrician/Gynecologist  
Day Kimball Healthcare  
*Nominated by Sara Brandon*



Erica Kesselman, MD, supports community health in myriad ways. Obstetrician/gynecologist. Child safety advocate. Triathlon supporter. Radio talk show personality.

Since her arrival in Connecticut in 2002, her OB/GYN practice has grown to nine practitioners and has become part of Day Kimball Medical Group, a service division of Day Kimball Healthcare, formed in 2013. Outcomes at the hospital's birthing center have exceeded some state and national benchmarks. The women's health service line has earned an 85 percent patient satisfaction rate.

Erica also cares for children (and their families) after their birth, working with the Windham County Multidisciplinary Team to support children who have disclosed sexual abuse. She also engages in preventive education. She has become a certified facilitator of the Steward of Children: Darkness to

Light program, advocating for and supporting Day Kimball's effort to certify all 1,400 employees by 2017 in child sexual abuse prevention. She has personally trained hundreds of hospital medical teams, employees, and community members.

This past fall, Erica was appointed a member of the State Advisory Council on Children and Families by Governor Dannel Malloy. She is a founding member of the advisory council of the Northeast Connecticut Women & Girls Fund. She represents Day Kimball and Windham County in the Children's Public Health Campaign Work Group that is spearheaded through DCF. She has supported and participated in Day Kimball's Give It a TRI Triathlon event, as well as a coach on the region's HealthQuest Follow the Fifty initiative to improve heart health for women.

Erica is also a vocal advocate for women's health, and speaks frequently on WINY 1350 AM.



**JANIE MEZZATESTA, RN**

Cardiac Nurse  
Griffin Hospital  
*Nominated by Ken Roberts*

“Janie Mezz,” as her coworkers call her, is the first to notice a patient in need, and the first to offer a friendly smile or a word of concern. In her 39 years at the hospital, she has served as a moral compass and directional beacon for others to follow on the continuous journey to a culture of patient-centered care.

She has contributed her vast experience and endless energy to Griffin Hospital’s Sharps Committee and supported efforts to identify and secure safer medical devices to use in patient care. Janie has volunteered hundreds of hours to care for people recovering from a cardiac event. She was one of the cornerstones in establishing an annual charity golf tournament to raise tens of thousands of dollars for the Lupus Foundation in memory of a physician’s son who succumbed to the disease.

She also has precepted nearly 100 new nurses, taking them under her wing and into her heart, helping them navigate the increasingly complex, physically demanding, and intellectually challenging profession they’ve chosen.

Janie is now fighting to survive an unforeseen illness and is facing a level of unimaginable uncertainty, but she still asks coworkers who come to visit, “Are you doing okay?” and “Is the unit staffed?” At Griffin Hospital, she is a hero and inspiration, whose spirit touched patients when they were most vulnerable and needed it most.

**RAJANI NADKARNI, MD**

Medical Oncology and Hematology Specialist  
MidState Medical Center  
Hartford HealthCare Medical Group  
*Nominated by Carolina Starr-Manning*



Dr. Rajani Nadkarni’s ability to look at the big picture of cancer care, especially the personal needs of patients and families, stems from both her caring heart and her earlier training in psychiatry. Her approach of empathy and compassion, along with her medical expertise, has made an immeasurable difference to countless patients.

Raj, as she invites others to call her, has also pioneered the introduction of genetic counseling and assessment of people at increased risk for cancer. She believes that education, survivorship programs, and prevention are critical to helping patients get the best care possible close to home, so that their lives can carry on as normally as possible despite a cancer diagnosis.

Raj has donated her own money for many causes to promote health and well-being. She most recently paid for waiting room tablets for cancer patients to learn more about their diagnoses, medications, health, and wellness.

She has held a number of positions at MidState Medical Center, including Medical Staff President, and has spearheaded healthcare quality and safety efforts. She commonly shares her cell phone number with patients, families, and colleagues. As cancer survival rates continue to improve, Raj says, “It’s an amazingly fulfilling field for me.”

**REBECCA SANTIAGO, BSN, RN, N&PN, FCN**

Community Healthcare Navigator/OASIS Facilitator  
 Saint Francis Hospital and Medical Center  
*Nominated by Alix Boyle*

Sunday mornings will find community health nurse Rebecca Santiago at a church, mosque, barber shop, or beauty salon, reaching out to people who need medical care but don't know how to access it, or teaching them how to stay healthy.

Rebecca gives up what is considered by many to be a day of rest to take blood pressures and perform prostate cancer screenings for low-income or uninsured people. If the tests find problems, she helps them find a doctor, obtain medical insurance, and identify help with co-pays – all the while caring for her patients in mind, body, and spirit.

She also is the Hartford chapter president of the National Association of Hispanic Nurses, a board member of the Greater Hartford YWCA, a Senior Fellow at the Connecticut Health Foundation, and a member of the Diversity Committee for the Connecticut Nurses Association – Action Coalition.

Many other commitments underscore her passion for community service. Rebecca speaks both Spanish and English, and teaches a diabetes education class to Spanish-speaking people at the House of Restoration Church in Hartford. In addition, she is among a handful of professionals in the state educating people about accessing health insurance. She completed a parish nursing program to become certified as a faith community nurse and is currently studying to become a Certified Diabetes Educator.



**WILLIAM H. ZEIDLER, MD**

Medical Director, Middlesex Hospice & Palliative Care  
 Middlesex Hospital  
*Nominated by Chris Crouch and Melanie Cama*

For 30 years, Dr. Bill Zeidler has been committed to caring for patients with chronic and terminal illnesses. Genuine compassion and care of the whole person – mind, body, and spirit – are the hallmarks of his exceptional care.

Under Bill's leadership, the Hospice and Palliative Care program at Middlesex Hospital has grown immensely, and Bill has come to be recognized by clinicians across the state as an expert in his field. His reputation and expertise in pain and symptom management at the end of life has earned him several prestigious teaching affiliations.

Bill explains that hospice is about living, not about dying. He has given numerous talks to community members and medical professionals to help bring awareness of end-of-life issues. He was instrumental in Middlesex's institution of Schwartz Rounds, which provides support and education

for caregivers, and he continues to sit on the planning committee for this program.

Bill's skill goes far beyond his clinical knowledge. He has the strength and compassion to be honest and have difficult conversations, which are often necessary in allowing patients and their families to make informed choices about their care.

Bill is steadfast, compassionate, and provides truly excellent care for patients in the Middlesex Health System.





## HONORARY MEMBERSHIP AWARD

**CURTIS D. ROBINSON**  
CHA Board Member



The CHA Honorary Membership Award was established in 1968 to recognize certain individuals who distinguished themselves with their personal dedication and contributions to the advancement of healthcare services. Since then, 87 people have received this honor, including this year's winner, Curtis D. Robinson.

Born and raised in Birmingham, Alabama, Curtis got his first taste of entrepreneurialism at age eight, selling vegetables out of the back of a truck. Envisioning a brighter future for Curtis than one he could achieve in the segregated south, his mother put him on a bus to Boston when he was only 16. When he got off the bus late at night and realized he was in Hartford, not Boston, Curtis slept on a bench in Bushnell Park and found a job the next day as a dishwasher. After working and saving for two years, Curtis bought a small grocery store. Then he bought the building, apartments, and a hotel. He now owns many of the stores at Bradley International Airport and a construction company.

Determination, grit, and perseverance have been the hallmarks of Curtis's career, but compassion has been his guide. In 1997, Curtis was successfully treated for prostate cancer. Soon after, he became a member of the Board of Trustees at Saint Francis Hospital and Medical Center, and discovered that many men, especially African-

American men, were dying of prostate cancer because they had no insurance. He then became the charter donor in 2010 for the program that soon bore his name: The Curtis D. Robinson Men's Health Institute. (The Institute's name was recently changed to the Curtis D. Robinson Center for Health Equity to reflect the growing scope of this work to include testing and treatment for men and women with breast cancer, high blood pressure, and diabetes.) Beyond his personal \$1 million commitment, he has personally and tirelessly reached out to churches, synagogues, salons, and other community organizations to spread the word that world-class care is available, even for those with little or no insurance.

In six years, more than 7,000 men have been reached for prostate cancer education, and an estimated 40 lives have been saved. There was the stranger who hugged him and thanked him for paying for his treatment. There was the small child who tugged on his pant leg and said "Thank you for saving my daddy." There was the homeless man who was found living under a bridge – not only did the program save his life, but the hospital gave him a job.

For his commitment to helping those in need, for his work on behalf of Connecticut hospitals as a member of the CHA Board, and in tribute to his remarkable career, CHA is honored to award Curtis D. Robinson a Lifetime Membership Award. CHA congratulates Curtis D. Robinson and extends its sincere thanks for his contributions and service.

## 2015 CONNECTICUT'S HOSPITAL COMMUNITY SERVICE AWARD

**BRISTOL HOSPITAL AND HEALTH CARE GROUP**  
Family Wellness Program

Concern about obesity in the community led Bristol Hospital's Parent and Child Center to create the Family Wellness Program, which uses healthy gardening, family exercise, and nutrition education to encourage overall health for low-income families. In less than two years, the program has touched the lives of nearly 150 families, and the obesity rate of the participating families has improved.

There are four parts to the Family Wellness Program: Gardening for Health, Shopping Matters, Family Zumba, and Nutrition Education. Additional physical activity classes for toddlers and preschoolers were introduced for children too young to participate in Zumba.

Body mass index (BMI) data from 33 children and 20 parents showed that two-thirds of the children had a decrease in BMI after participating in the program. Of those children, 70 percent had parents who participated in at least three of the four parts of the program, reinforcing the success of a family-centered approach. Of the participating parents who completed at least three parts of the program, 100 percent had a decrease in their BMI.

The Family Wellness Program, which makes learning about healthy living fun, is funded by grants and donations. With ongoing funding and community backing, it will continue to be an established support for at-risk families.



## 2015 CONNECTICUT'S HOSPITAL COMMUNITY SERVICE AWARD

### NEW MILFORD HOSPITAL

#### A MEMBER OF THE WESTERN CONNECTICUT HEALTH NETWORK

##### Plow to Plate® Program



Created in response to astonishing upward trends in obesity and related diseases, Plow to Plate® is an initiative that advocates healthy food as a direct path to disease prevention while promoting the local agricultural economy.

With support from New Milford Hospital leadership, a coalition of hospital executives, physicians, farmers, and town officials developed the Plow to Plate® program, which delivers a fully integrated, healthful food service program to patients, staff, and community. It uses fresh produce from nine local farms. And Plow to Plate® has expanded to encompass important

nutrition-based community programs including:

- The “Senior Suppers” program, which provides seniors with a three-course dinner, or breakfast or lunch during the weekends, for \$5. The vital component of socialization is further enhanced by monthly educational programming for seniors and the community at large.
- The Youth Chef Advocates program, which offers an experiential curriculum teaching high school applicants about nutrition and food industry concerns as well as culinary, knife, and cooking skills using ingredients from field trips to regional farms and gardens.
- An information table at a weekly farmer’s market, now named the Plow to Plate® Farmer’s Market.
- A Signature Dish Initiative, in which more than 30 establishments serving food – including restaurants, markets, and schools – use menus and signs to communicate the importance of healthy food choices, which are marked by a Plow to Plate® logo and related information about this healthful partnership.

A prime example of positive outcomes and community advocacy is a three-year study conducted by Plow to Plate® co-founder, Diane D’Isidori, MD, in collaboration with the United Way. To measure the effectiveness of sustainable health education, in 2012, Dr. D’Isidori measured the BMI of 148 children age four who regularly visited her practice. Data were collected over three years, with the study ending in 2015, when the children were age six. In 2012, 13 percent of the enrollees were considered obese with 24 percent considered at risk. In 2015, 9 percent of the enrollees were considered obese with 19 percent considered at risk; a decline of 4 percent and 5 percent respectively over three years of sustainable health education.

## THE 2015 JOHN D. THOMPSON AWARD FOR EXCELLENCE IN THE DELIVERY OF HEALTHCARE THROUGH THE USE OF DATA

### UCONN HEALTH, JOHN DEMPSEY HOSPITAL

#### STEMI Partnership for Patient Outcome Optimization

When a patient has an ST-elevation myocardial infarction (STEMI), every minute counts.

In 2009, UConn Health’s John Dempsey Hospital set out to optimize outcomes for patients with STEMI through effective collaboration with Emergency Medical Services (EMS) providers, and through thoughtful and strategic process improvements. The hospital recognized that not only could paramedics learn to recognize a STEMI with a high degree of reliability, but they could be instrumental in real-time notification and early activation of the hospital’s cardiac catheterization lab. This would optimize the hospital’s readiness to implement emergent care.



The collaboration empowered EMS professionals to start providing care, and coordinate with hospital cardiac staff, as soon as they arrive at a patient’s home. The hospital trained EMS providers to perform a 12-lead electrocardiogram (ECG) and interpret the results to identify the signs of a STEMI. Once an EMS provider has identified a possible STEMI, he or she can activate the cardiac catheterization lab from the field, allowing clinical staff to be ready sooner and eliminating any unnecessary time in the Emergency Department (ED). Some patients can bypass the ED completely. A key measure of success to the new STEMI process has been the consistent message to the EMS providers to offer real-time notification.

Education for paramedics doesn’t stop when they reach the hospital. As valued members of the team, they receive additional information from clinical staff after the procedure and learn about patient outcomes. Collaborating with EMS providers in the decision-making process and providing them with rapid feedback has fostered a patient-centered working relationship that has benefitted patients.

The process improvements of EMS education, empowerment through STEMI alert activation in the field, emphasis on early notification, and other procedural improvements has led to the hospital decreasing its median door-to-balloon time by a dramatic 45 percent since 2011. STEMI patients went from receiving a cardiac catheterization at 80 minutes to receiving it at a median time of 44 minutes.

In its quest to deliver the best care possible so patients can live longer, healthier lives, UConn Health’s John Dempsey Hospital has begun a similar collaborative to identify stroke patients early.



## IN APPRECIATION



### MARTIN J. GAVIN

President and CEO  
Connecticut Children's Medical Center

CHA offers warm congratulations to Martin J. Gavin, President and CEO, Connecticut Children's Medical Center, on his upcoming retirement. We are grateful for his contributions to the hospital community and CHA during his career in healthcare and nine-year tenure as President and CEO of Connecticut Children's.

During Mr. Gavin's tenure, Connecticut Children's saw significant growth, both in its number of child care visits and its overall capacity to care for children. Last year alone, Connecticut Children's provided nearly 325,000 care experiences, a 60 percent increase from 2006. This was made possible in part by new facilities that have opened in Farmington, Glastonbury, Shelton, Fairfield, and Waterbury, in addition to its presence in Hartford. As well, the number of employees at the hospital increased by more than 600 under Mr. Gavin, with 70 new physicians and surgeons.

Prior to becoming President and CEO, Mr. Gavin served as a member of the Boards of Directors of Connecticut Children's and its predecessor, Newington Children's Hospital, from 1989 to 2000. He was Chairman of the Board when Connecticut Children's opened on April 2, 1996, and later served as Chairman of the Connecticut Children's Medical Center Foundation.

An executive with more than 27 years of experience in the insurance and investment industries, Mr. Gavin worked for 16 years at the Phoenix Companies in Hartford, retiring in 2000. Prior to joining the Phoenix, he worked at CNA Insurance Companies in Chicago. Mr. Gavin began his career at CIGNA (formerly Connecticut General).

Mr. Gavin has also been active at CHA, having served on the Board as well as the Financial Oversight Committee from 2008-2011. He has also served on several community boards of directors, including those of the MetroHartford Alliance, the Connecticut Health Council, the Connecticut Health Foundation, the Child Health and Development Institute, and the University of Saint Joseph.

It has been a privilege to work with Marty Gavin and we wish him the very best!

## IN APPRECIATION

### KIM HOSTETLER

Senior Vice President  
Chief Administrative Officer  
Connecticut Hospital Association

CHA gratefully acknowledges the vision, leadership, and outstanding contributions of Kim Hostetler to CHA, its members, and community partners.

Over the past 20 years, Kim has distinguished herself through tireless dedication to members as a key advisor and leader on numerous CHA improvement initiatives including high reliability, health equity, community and population health, workforce initiatives, disaster planning, and myriad state and federal advocacy issues.

Since joining CHA in 1995, and because of the breadth of her experience and ability to wear several hats at once, she has supported the work of the Association in numerous areas including governance, advocacy, communications, human resources, education and, most recently, working closely with Association leadership and the Board of Trustees to effectively carry out strategic planning - helping to set the future course of CHA.

Known for her collegial style, high standards, optimism, and support for colleagues, she has served as a skillful consensus builder, a trusted advisor, and an effective change agent with a wide range of constituents.

In two decades of service, Kim has embraced every challenge and opportunity presented to her with enthusiasm. Her commitment to the Association and its members has been, above all, about improving healthcare policy, patient care, and access. We are pleased to recognize such a distinguished leader, colleague, and friend.

Congratulations, best wishes, and thank you Kim. For your exceptional service to Connecticut healthcare leaders and your CHA colleagues, we salute you with respect and affection.



## IN MEMORIAM



**E**va Wickwire, former Assistant Vice President and Chief Development Officer for the Bristol Hospital Development Foundation, passed away on April 14, 2015.

Eva began her career at the Bristol Hospital Development Foundation in 2007 and elevated the hospital's fundraising efforts to new heights. She left Bristol Hospital in February 2015 for an exciting new opportunity at the American Red Cross.

Eva's devotion to the health and well-being of the Greater Bristol community resulted in numerous successful projects, including the Beekley Center for Breast Health and Wellness and the renovated Bernie Guida Cardiac and Rehabilitation Center. Eva was also an active member of CHA's meeting groups in the areas of Development and Communications. Eva's warmth and professionalism resulted in dozens of donors who saw her not only as a member of the Executive Leadership Group—but more importantly—they saw her as a friend.

"She touched and impacted so many of us with her amazing, warm, engaging personality," said Bristol Hospital President and CEO Kurt A. Barwis, FACHE. "Our executive team commonly referred to her as 'Marcia Brady' for her frequent use of the words 'sugar cookies' or 'muffins' when most of us would have used a more aggressive approach or word. She always pointed out the positive and was a calming strength within our team and will forever be remembered as a part of us."

Prior to coming to Bristol Hospital, Eva worked at Connecticut Children's Medical Center as a special projects manager. A graduate of Wethersfield High School and the University of Connecticut, Eva began her career as a public affairs producer at WFSB and WVIT. She also was a past member of the Hartford Hospital Auxiliary and was a member of the Polish Cultural Club of Greater Hartford and the Polish National Home.

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**CHA Healthcare Hero**

**Karen Butterworth-Erban, RN, MSN, CNL, CNML**  
Regional Director,  
Emergency Services  
Backus Hospital and  
Windham Hospital

Karen is well-known for her compassion for patients and their families, and her devotion to solving state and national healthcare issues such as the use of Narcan by first responders, or addressing the issues of drug use and child abuse.



**AHA Grassroots Champion**

**Stephen W. Larcen, PhD**  
Sr. Vice President  
Hartford HealthCare  
Behavioral Health Network

For more than 40 years, Steve has worked tirelessly to improve awareness of and access to behavioral health, broadening the base of support for multiple healthcare facilities, and has helped educate elected officials on both the contributions of and the plight of Connecticut's hospitals and behavioral health organizations.



**CHA Healthcare Hero**

**Rajani Nadkarni, MD**  
Hematology & Oncology,  
MidState Medical Center

A devoted advocate for patient safety and care quality, Dr. Nadkarni pioneered the genetic counseling program at MidState Medical Center, as well as a dynamic cancer risk assessment service which is now being reviewed for implementation across the entire Hartford HealthCare system.

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The Griffin Hospital family is proud to honor our Healthcare Hero, Janie Mezzatesta, RN.

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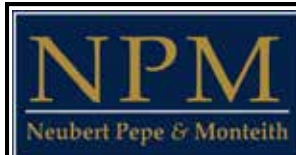
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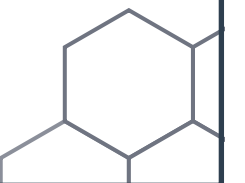
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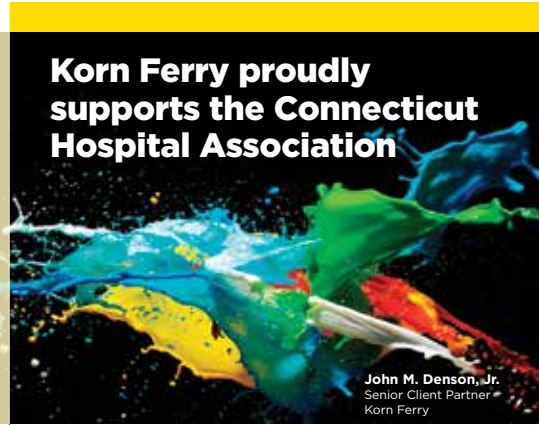


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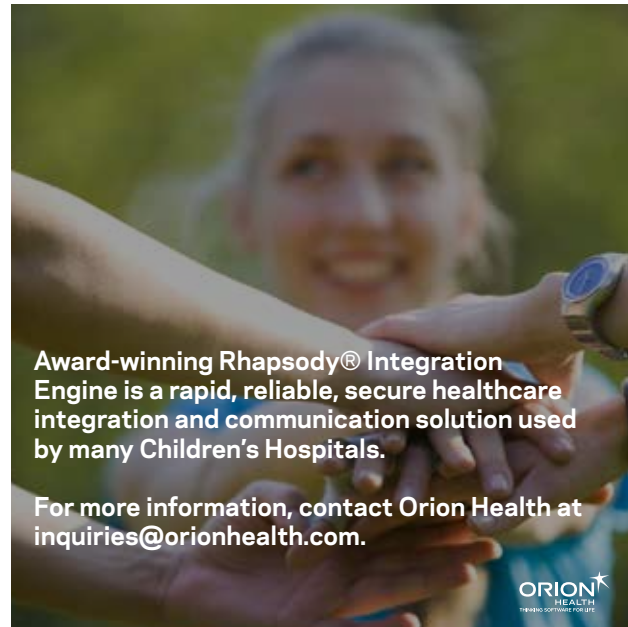
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## CHA 2015–2016 BOARD OF TRUSTEES SLATE OF CANDIDATES

The CHA Executive Committee, in its role as nominating committee, has developed the following slate of candidates for the CHA Board of Trustees to be voted by the assembly at the June 30, 2015 CHA Annual Meeting.

POSITION	NOMINEE	TERM
<b>EXECUTIVE COMMITTEE</b>		
<b>Committee on Patient Care Quality Chairman</b>	<b>John Murphy, MD</b> , President and CEO, Western Connecticut Health Network	1-year term
<b>Committee on Population Health Chairman</b>	<b>Christopher Dadlez</b> , President and Chief Executive Officer, Saint Francis Hospital and Medical Center	1-year term
<b>Committee on Hospital Finance Chairman</b>	<b>Elliot Joseph</b> , President and CEO, Hartford HealthCare	1-year term
<b>Committee on Government Chairman</b>	<b>Peter Karl</b> , President and CEO, Eastern Connecticut Health Network	1-year term
<b>At Large Member</b>	<b>Marna Borgstrom</b> , Chief Executive Officer, Yale-New Haven Hospital, and President and CEO, Yale New Haven Health System	1-year term

POSITION	NOMINEE	TERM
TRUSTEES	<b>Marna Borgstrom</b> , Chief Executive Officer, Yale-New Haven Hospital, and President and CEO, Yale New Haven Health System	2-year term
	<b>Anne Diamond</b> , Chief Executive Officer, UCONN Health, John Dempsey Hospital	3-year term
	<b>Jeffrey Flaks</b> , Executive Vice President and Chief Operating Officer, Hartford HealthCare	3-year term
	<b>Stuart Marcus, MD</b> , President and CEO, St. Vincent's Medical Center	3-year term
	<b>Colleen Smith, RN</b> , Consultant, Nursing Consulting Partners, and former Chief Nursing Officer	3-year term

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- Strengthening ties and collaborative efforts with other organizations that have common values and aims.
- Innovative research and education in the delivery and financing of healthcare services.
- Leadership in fostering an environment within which integrated delivery systems can be created and thrive.
- Assistance to the membership in ensuring quality, increasing efficiency and effectiveness, containing costs, and enhancing revenue.



*Adopted by the CHA Board of Trustees, May 13, 1996  
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