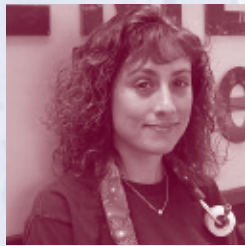


UNCERTAIN TIMES



UNWAVERING COMMITMENT

THE 2009 CONNECTICUT HOSPITAL ASSOCIATION ANNUAL REPORT

ANNUAL REPORT 2009

Uncertain Times — Unwavering Commitment

Connecticut Hospital Association Annual Meeting
June 23, 2009
Program Agenda

3:30 p.m. – 4:00 p.m.	Registration	
4:00 p.m. – 5:00 p.m.	Business Meeting and Awards Presentation	
	Call to Order	Marna P. Borgstrom
	Invocation	Sister Judith Carey, RSM
	Report of the Treasurer	Richard A. Brvenik
	Report of the President	Jennifer Jackson
	Report of the Chairman of the Board	Marna P. Borgstrom
	Acknowledgement of Retiring Trustees	Marna P. Borgstrom
	Election of Trustees and Officers	Marna P. Borgstrom
	Awards Presentations	
	Healthcare Heroes Awards	Marna P. Borgstrom
	AHA Grassroots Champion Award	Jack Barry
	Connecticut's Hospital Community Service Award	Robert Galvin, M.D.
	John D. Thompson Award for Excellence in the Delivery of Healthcare Through the Use of Data	Thomas P. Pipicelli
	T. Stewart Hamilton, M.D., Distinguished Service Award	Robert G. Kiely
	Adjournment	Marna P. Borgstrom
5:00 p.m. – 6:00 p.m.	Station Buffet and Open Bar	
6:00 p.m. – 7:00 p.m.	Keynote Address	Carl Bernstein

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



PRESIDENT'S MESSAGE



As we review the past year for hospitals in Connecticut, it is impossible to ignore the overwhelming impact of the global financial collapse. This once-in-a-generation economic crisis has presented unprecedented challenges, as hospitals endeavor to do ever more with severely depleted resources. But it has also provided sharp focus on the essential role of hospitals, and our enduring commitment to serve as the healthcare safety net, especially for those in greatest need.

Few could have predicted the depths of the financial downturn, or how quickly strong balance sheets would turn negative. If there is a silver lining in this scenario, it has allowed us to rally forces and deliver an even stronger message about the economic realities facing hospitals. As we know, Connecticut hospitals struggle in the best of times to make ends meet. Decades of government under-reimbursement and razor-thin operating margins make running a hospital in Connecticut a delicate balancing act.

Despite the current conditions, delivering the safest and highest quality patient care continues to be our number one priority. And while this has required difficult choices, it is testament to the compassion and resilience of the staff at our hospitals that patient care has not been compromised during the recession. In fact, participation in CHA collaboratives and learning communities addressing safety and quality of care is robust and making a substantial and measurable difference in hospitals statewide.

Of course, several other events of the past year made this a time most of us will long remember. The election of President Obama and the ensuing national and state healthcare reform debates present new and uncharted territory. Connecticut's staggering budget deficit and uncertainty over securing fair and adequate reimbursement for hospitals command our attention in Hartford.

While the economic instability continues, we must remain vigilant and continue to tell our story. I am confident, by working together, we will emerge from this difficult chapter a stronger, more unified hospital community. The theme of this year's Annual Meeting is *Uncertain Times — Unwavering Commitment*. And so it is with deep gratitude that I salute Connecticut hospital leaders and healthcare professionals who continue to serve their communities with steadfast dedication.

A handwritten signature in black ink that reads "Jennifer Jackson". The signature is fluid and cursive.

CHA RESULTS 2009

ADVOCATING FOR CONNECTICUT HOSPITALS

In Hartford

The national recession and mounting state budget deficit required an unprecedented advocacy effort in 2009. Beginning in the summer of 2008, senior staff from CHA met with every hospital in Connecticut to outline the goals for the legislative session and create a plan, tailored to each hospital, to communicate with key legislators. CHA also developed and implemented a new legislative bill tracking system, making it easier for member hospitals to identify and follow bills of interest as they moved through the process.

2009 was a year of change in Hartford, with many new members of the legislature and several changes in leadership, including the Speaker of the House, House Majority Leader, and several key committee chairmen. Building solid relationships with lawmakers is integral to a successful advocacy strategy, and CHA immediately reached out to the new leadership of the General Assembly as well as all newly-elected freshmen members. An educational brochure, *Hospital 101*, was developed to seek their support for hospitals by providing a basic hospital overview for those new to the issues.

CHA organized meetings of hospital CEOs with legislative leaders, and held several sessions with members of the administration of Governor M. Jodi Rell to discuss economic factors affecting hospitals as well as the need for the SAGA waiver. Throughout the legislative session, CHA worked closely with coalition partners from the business and insurance communities on issues of common concern, including preventing cuts in funding to hospitals. Although the General Assembly adjourned without passing a budget, CHA came out of the regular session with some significant wins on non-budget bills. CHA worked to successfully amend a potentially troublesome bill on “never events,” and helped defeat several union-sponsored bills that would have hurt employers in the state, including hospitals.

In Washington, DC

CHA was an active advocate for Connecticut hospitals on Capitol Hill, working closely with members of Congress and the Obama administration on issues of critical importance to hospitals.

CHA led several national coalitions and working groups addressing issues such as the wage index,

During the 2009 legislative session, CHA reviewed more than 4,200 proposed bills, continually monitored more than 550 bills, and took action on 100 bills.



Connecticut hospital leaders meet with Congressional Representatives



Hospital leaders meet with Senator Lieberman

information technology, and healthcare reform, with the objective of aligning any national policy changes with the needs of Connecticut hospitals.

CHA facilitated meetings on Capitol Hill between hospital CEOs and senior executives and members of Connecticut's Congressional delegation, including Senator Joseph Lieberman and representatives of Senator

Christopher Dodd, and organized a unique meeting with the entire House delegation: Representatives John Larson, Chris Murphy, Rosa DeLauro, Joe Courtney, and Jim Himes. These meetings helped keep the members of Connecticut's congressional delegation engaged with hospitals in the state and provided a forum to address pending legislation and regulations of importance to hospitals.

PATIENT SAFETY AND QUALITY

“Relevant and thought-provoking as well as inspiring... helped me re-energize and refocus on why we do what we do.” – Patient Safety Summit participant

The CHA Patient Safety Organization (PSO) championed several quality and patient safety initiatives in 2009, including a new statewide clinical collaborative on reducing falls with injury launched in partnership with Qualidigm. With 23 hospitals actively participating, the collaborative runs through Labor Day 2009 with the goal to significantly reduce patient falls in acute care facilities. The collaborative includes educational sessions with nationally known speakers, biweekly conference calls with all members, a website, a member listserv, and on-site visits.



Peter M. Pronovost, M.D.

Two learning communities were established in 2009: one addressing the elimination of central line-associated blood stream infections (CLABSI) and one for the adoption of the World Health Organization (WHO) surgical checklist. The CLABSI program, known as *Stop BSI*, is part of a larger national initiative being led by Peter Pronovost, M.D., of Johns Hopkins. The *Stop BSI* program includes 13 hospitals in Connecticut, with the goal of eliminating central line-associated blood stream infections. Both learning communities will improve communications and teamwork.



Again this year, CHA, in partnership with Qualidigm and the Connecticut Association of Healthcare Executives, presented the popular *Patient Safety Summit*. Dr. Brent C. James, known internationally for his work in clinical quality improvement and patient safety, delivered the keynote address. Susan Sheridan, co-founder and president of Consumers Advancing Patient Safety, provided emotional and compelling insights on why patient safety must remain at the forefront of the healthcare agenda.



COMMUNITY BENEFITS

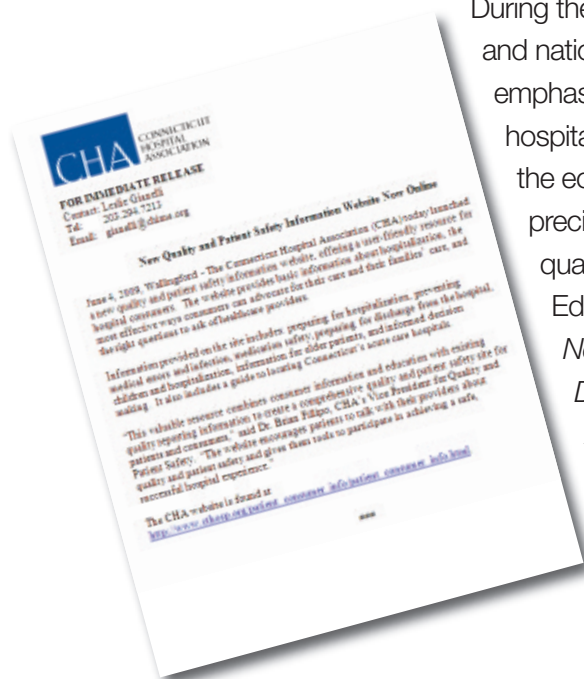
The severe economic downturn resulted in hospital community benefit programs being more needed than ever in 2009. With the growing numbers of individuals and families losing jobs and health insurance, more relied on hospital charity care and Medicaid. CHA's 2009 statewide report on community benefits, *Keeping Connecticut Healthy: Connecticut Hospitals Strengthening Community Health*, provided an overview of community benefit programs at Connecticut's not-for-profit acute care hospitals, including, for the first time, the total dollar amount of the investment in community benefits statewide.

Hospitals in Connecticut spent \$718 million on community benefit initiatives – 9.4 percent of total hospital revenue – and provided more than 9.7 million community benefit services to individuals and families. These services included financial assistance to the uninsured, mobile vans and clinics delivering primary and preventive care, healthy lifestyle education programs, weight loss and physical activity promotion, and programs for managing chronic diseases.



COMMUNITY

CHA IN THE NEWS



During the past year, CHA communicated with local, state, and national media outlets on a variety of topics, emphasizing the effect the recession was having on hospitals in Connecticut. Information provided by CHA on the economic factors hitting hospitals, as well as the precipitous decline in total margins during the first quarter of 2009, was widely reported in the media. Editorial board meetings with the *Hartford Courant*, the *New Haven Register*, *The New London Day*, the *Danbury News-Times*, the *Waterbury Republican-American*, and the *Connecticut Post* further emphasized the precarious financial condition of hospitals, resulting in editorials and news stories favorable to hospitals.

WORKFORCE DEVELOPMENT AND WORK ENVIRONMENT INITIATIVES

CHA introduced its statewide Nurse Preceptorship Program this year. Developed by a team of educators from hospitals and schools of nursing, the program is designed to support and strengthen the work of nurse preceptors who teach new nurses and nursing students at the bedside. The program provides a unique opportunity for nurse preceptors from hospitals throughout Connecticut to share experiences and ideas as they learn together.

During 2008 CHA conducted a groundbreaking statewide project to assess staff registered nurses' perception of hospitals as workplaces. Twenty CHA hospitals participated in the online *Hospital Work Environment Assessment* survey, developed in collaboration with the American Organization of Nurse Executives. Data submitted by 2,083 RNs were analyzed and results were reported to participating hospitals. The plan established by CHA to build on survey findings includes educational sessions and events for hospital nursing leaders and staff RNs to share best practices for the creation and maintenance of supportive work environments for nurses.

Work continues on a variety of other initiatives and educational programs focused on the hospital work environment, including a successful third annual *Smart Moves Forum* held during *Safe Patient Handling Week* — a week established by the campaign and proclaimed by Governor M. Jodi Rell.

The Smoke-Free Connecticut Hospitals Campus Initiative, sponsored by Pfizer, was launched with much fanfare in late 2008. Fourteen of CHA's acute care hospital members have implemented smoke-free campus policies, and another ten have committed to launch dates by November 2010. Also new this year, CHA sponsored a day-long *Go Green* educational forum featuring nationally recognized speakers and presentations by member hospitals on how they are integrating environmentally-friendly policies and products in their facilities.

EDUCATION SERVICES

CHA's Education Services provided more than 50 high quality, cost-effective education programs in 2009 to meet the educational needs identified by members. Among the subject areas addressed were leadership and management skills, regulatory issues, and quality and patient safety. More than 2,000 healthcare managers and professionals from hospitals statewide participated in forums, collaboratives, and classroom sessions on a broad range of health policy, clinical, reimbursement, accreditation, regulatory, and operational subjects including coding, billing, and productivity improvement topics.



CHA's statewide smoke-free campus initiative launch at Bristol Hospital

As part of its Leadership Programs series, CHA presented several nationally acclaimed speakers:

- James Conway, Senior Vice President at the Institute for Healthcare Improvement, delivered the keynote address at the *Healthcare Executive Summit*.
- Dr. Peter Buerhaus, who developed the Harvard Nursing Research Institute, and Emily Friedman, a nationally known health policy and ethics analyst, presented at the *Nurse Leadership Forum*.
- Jo Manion, Ph.D., a nationally recognized speaker, author, and management consultant, again presented key modules in the second year of the *Nurse Manager Leadership Academy*.

“Presentations were provocative and challenged conventional thinking.”
– *Healthcare Executive Summit participant*

Among the innovative programs introduced in 2009 was CHA's *Quality Institute*, which offered two series this year focused on quality and patient safety. The *Quality and Patient Safety for Clinical Managers* series offered six programs designed to help frontline

“The speaker combined experience, knowledge, and expertise with entertainment – he made learning fun.” – *Smart Moves Forum participant*

healthcare professionals improve communication skills and use process improvement tools and data analysis to drive quality and patient safety improvements. *Quality and Patient Safety for Senior Leaders* addressed topics such as creating a culture of patient safety within the hospital and getting “boards on board” with quality and patient safety initiatives.

CHA also launched the Nursing Preceptorship training course and provided educational support for CHA's Smoke-Free and Go-Green initiatives, all described in the Workforce Development and Work Environment Initiatives section above.

CHIMENET

ChimeNet continues to provide secure, high-speed connectivity, Internet access, network security, and electronic insurance eligibility verification services for hospitals, physicians, and other customers. In 2009 ChimeNet launched a new co-location service to support hospitals' disaster recovery plans, and commenced construction of a 1,500 square foot state-of-the-art “hot site” data center. The co-location service allows hospitals and other customers to utilize CHA's facility for real-time backup of critical computer systems in the event of a power failure or other interruption in the availability of electronic medical records, imaging, financial, or other systems. Hospitals that are connected to the secure ChimeNet network can safely transmit data to and from the redundant systems located at CHA, as well as to and from affiliated physician practices that are part of the ChimeNet network.



ChimeNet Data Center

DATA SERVICES

CHA Data Services provides member hospitals with data collection, maintenance, reporting, and analysis through the ChimeData, Toward Excellence in Care (TEIC), and new Strategic Measurement product lines. During 2009 Data Services, with significant input from a wide cross-section of CHA members, designed, developed, and tested new

data products focusing on extensive benchmarking of physician performance and quality indicators.

The two new products, *Physician Performance and Quality*

Monitoring, will greatly enhance member hospitals' ability to utilize data for quality improvement and financial advantage.

New Data Products

Attending Physician Specialty (Hospital)		Current 12 Months				Total Charges		PG - CH
		Discharges	ALOS	Avg Inpt Charge (Disch)	Avg Tot Charge (Disch)	\$74,980	\$1,414,765	2.6228
NEUROLOGY	ANSEL, ALLEN	19	6.42	\$39,424	\$74,461	\$1,414,765	2.6228	
	Phys Hospital	19	6.42	\$39,424	\$74,461	\$1,414,765	2.6228	
	Hospital B	1	1.00	\$25,055	\$29,270	\$29,270	1.2381	
	Hospital C	123	3.69	\$29,245	\$36,871	\$4,384,677	2.2326	
	Hospital D	36	2.63	\$37,343	\$39,980	\$1,436,795	2.2872	
	Phys Hospital	269	3.41	\$12,088	\$17,293	\$4,388,708	2.0881	
	Hospital B	2	1.80	\$9,983	\$18,796	\$21,493	1.0286	
	Hospital C	5	2.40	\$14,278	\$22,328	\$111,651	2.0277	
	Hospital D	138	1.89	\$9,928	\$18,688	\$1,278,646	1.3876	
	Phys Hospital	218	3.80	\$18,084	\$13,638	\$17,914	1.5820	
	Hospital B	3	1.67	\$7,471	\$18,075	\$13,075	1.9446	
	Hospital C	1	1.80	\$1,054	\$18,882	\$18,882	1.2468	
	Hospital D	2	3.80	\$18,882	\$18,882	\$18,882	1.2468	

CHA, through ChimeData and TEIC, continues to support hospitals

in meeting data collection and reporting requirements for a variety of governmental and regulatory agencies, including the Joint Commission, CMS, OHCA, and the Department of Public Health. Data Services also provides analysis of the impact of Connecticut's economy on hospital utilization in support of CHA's advocacy objectives and has enhanced and refined HR Metrics and PSO Collaborative data collection and reporting in response to member needs.

CHA SHARED SERVICES PROGRAM

The CHA Shared Services Program (CHA SSP) helps member hospitals by developing cooperative purchasing programs for various products and services critical to hospital operations. The program, which is open to members at no charge, offers a cost-saving alternative to direct contracting.

This past year, CHA SSP added a "green" section to its website, providing members with a single point of access to information about green products and services available through the CHA Shared Services Program. This section of the website also includes updates on current green issues, links to green organizations and government resources, and news of educational programs and seminars.



2009 CHA AWARDS

T. STEWART HAMILTON, M.D. DISTINGUISHED SERVICE AWARD

J. KEVIN KINSELLA

J. Kevin Kinsella, Vice President, Hartford Hospital, is the recipient of the 2009 *T. Stewart Hamilton, M.D. Distinguished Service Award*. With a healthcare career spanning more than forty years, Mr. Kinsella has a distinguished record in the areas of mental health and addiction services, healthcare policy, community involvement, and hospital outreach.

His academic credentials, including an M.P.H. from Yale University and an Ed.D. from the University of Massachusetts, Amherst, prepared Mr. Kinsella for his chosen profession. He began his career at Yale as an Assistant Professor of Psychiatry and Public Health and as an administrator of drug and alcohol treatment programs. Later, as Director of Mental Health for Northwestern Connecticut at the Connecticut Department of Mental Health and Addition Services, Mr. Kinsella received recognition for starting halfway houses, one of which today bears his name in Waterbury.

In the early 1980's Mr. Kinsella joined the Connecticut Hospital Association as Associate Vice President. Among his many accomplishments, he helped pioneer the development of alcohol treatment programs at hospitals in the state. From CHA, he moved on to the Institute of Living in Hartford as Senior Vice President, and later joined Hartford Hospital as a Vice President. At Hartford Hospital, Mr. Kinsella was instrumental in the development of off-site ambulatory satellite programs and partnerships with doctors in surgery centers, and has been a tireless advocate for the hospital and for hospital issues.

In addition to his myriad professional accomplishments, Kevin Kinsella has an exemplary record of involvement in his community. He has served on numerous boards and commissions, among them the Shirley Frank Foundation in New Haven, Hartford's Chrysalis Center and Tabor House, the Hispanic Health Council, LifeChoice Donor Services, The Connecticut Alcohol and Drug Abuse Commission, the Alcohol Service Organization of South Central Connecticut, the State Board of Mental Health and Addiction Services, and the Blue Cross Family Health Association.

Among the organizations on which Mr. Kinsella currently serves are the Greater Hartford Arts Council, the Metro Chamber of Commerce, the Klingberg Family Center, the City of Hartford Public Health Advisory Council, and the Hartford Mayor Perez Task Force on



the Uninsured. He is also Chairman of the Board of the Southside Institutions Neighborhood Alliance, a community development program in Hartford.

Mr. Kinsella has continued his close association with the Connecticut Hospital Association, where he serves on the Board of Trustees and chairs the Committee on Government. His strong knowledge of healthcare policy combined with an in-depth understanding of government and the legislative process make him an invaluable activist at the state and federal levels. Having developed an extraordinarily extensive network of professional contacts, Mr. Kinsella's counsel is regularly sought by hospital

leaders and healthcare professionals across the state. He has facilitated innumerable meetings, joint projects, and initiatives, and has influenced countless healthcare careers.

When asked what has brought him the greatest satisfaction in his long and accomplished career, Mr. Kinsella mentions his relationships with colleagues, noting that he would not have been successful without his collaborations with colleagues at hospitals, in human service organizations, and at state agencies. One of Mr. Kinsella's legacies will no doubt be his work in making others in the state aware that hospitals are community organizations, with a mission to serve the community.

CHA is pleased to recognize J. Kevin Kinsella as this year's recipient of this prestigious honor.

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

Lawrence & Memorial Hospital is the recipient of the 2009 John D. Thompson Award for Excellence in the Delivery of Healthcare Through the Use of Data for outstanding results in preventing hospital-acquired pressure ulcers through the use of a rapid cycle Plan-Do-Study-Act (PDSA) team collaborative incorporating an evidence-based, unit-by-unit, data-driven methodology.

Recognizing that its rate of hospital-acquired pressure ulcers (HAPU) was higher than the National Database of Nursing Quality Indicators (NDNQI) national average, and noting the cost of pressure ulcers and their impact on the quality of patient care, Lawrence & Memorial's 2008 Hospital-Wide Strategic Work Plan stipulated that every clinical department would focus on the goal of dramatically reducing hospital-acquired pressure ulcers.

The pressure ulcer collaborative started with the development of a multidisciplinary team that met weekly to determine PDSA "small tests of change" that would be trialed the following week on a pilot medical-surgical unit. Each week, the team reviewed staff feedback and the data collected from the previous week to determine if the change that had been implemented increased compliance with the Institute for Healthcare Improvement (IHI) bundle for pressure ulcer prevention and if it affected the rate of HAPUs on the pilot unit. Once the process was perfected, it was spread using a consecutive, unit-by-unit rollout to eight medical-surgical units where patients were at greatest risk for developing HAPUs.

A full census pre-launch audit was conducted on each unit prior to rollout to provide baseline data for measuring unit improvement. The process implemented by the collaborative team addressed each part of the IHI's care bundle. Measures included: pressure ulcer admission assessment; Braden scale on admission, daily, and with any changes in patient condition; determination of "at risk for pressure ulcer;" receipt of full daily preventive care (daily skin inspection, optimization of nutrition, management of moisture, every two hour turns, and pressure relieving surfaces); daily pressure ulcer risk assessment; and pressure ulcer development while in the hospital.

During the rollout of the program, each staff member received a binder outlining details of the HAPU prevention initiative, augmented by one-on-one education of each staff person by a member of the collaborative team. The process was not imparted to a new unit until the previous unit had achieved 100 percent compliance with the target measures. Upon achieving 100 percent, the unit's data and improvement gains were graphically displayed



and celebrated by the collaborative team and the hospital's senior leadership. Each staff member on the unit received a small gift and certificate of achievement.

Some of the changes in practice include: conducting daily Braden assessment on admission, daily and with any change in patient

condition; turning "at-risk" patients every two hours coupled with visual cues card posted as a reminder; introducing a low Braden patient turning schedule documentation form; providing a HAPU Prevention educational packet to each patient care services employee, mandating pressure ulcer prevention competencies for licensed staff; and introducing a hospital-wide Pressure Ulcer Prevention (PUP) Team composed of staff from each nursing unit who have been trained and serve as resource individuals for their respective units

At the conclusion of the 46-week improvement process, Lawrence & Memorial Hospital reduced its HAPU rate from 13.33 percent to 0.88 percent. It is noteworthy that the HAPU rate dropped below the NDNQI national average at week seven of the program, and has remained well below ever since. This dramatic result not only improved quality and safety for patients, but yielded significant cost savings for the organization. The collaborative revealed key success factors, which will be embraced by each subsequent quality improvement collaborative. These include: securing senior leadership support; obtaining commitment from all team members; requiring adherence and commitment to the PDSA process; using standardized "spread methodology;" employing rigorous, standardized auditing and data display for all units; and staying on task.

CHA is pleased to present the John D. Thompson Award for Excellence to Lawrence & Memorial Hospital for the meticulous planning and execution and outstanding results of its highly successful pressure ulcer prevention initiative.

CONNECTICUT'S HOSPITAL COMMUNITY SERVICE AWARD

The 2009 Connecticut's Hospital Community Service Award, sponsored by CHA and the state Department of Public Health, recognizes a Connecticut hospital that has made an outstanding contribution to its community. This year, this prestigious award is presented to Lawrence & Memorial Hospital for its *Reconnecting the Homeless Program*. By connecting the homeless to housing, healthcare, and social services, this program has reduced the utilization of emergency department (ED) services and dramatically improved the health status and stability of vulnerable individuals in the community.

A significant challenge faced by communities in southeastern Connecticut, as in many Connecticut communities, is the increasing homeless population, many of whom are dealing with chronic medical and behavioral issues. In Lawrence & Memorial's home city of New London, lack of housing and other community services, coupled with the closing of the municipal department of social services, led to much higher utilization of the emergency department. This inspired the hospital to create new strategies to serve the homeless population.

In 2006, Lawrence & Memorial Hospital established the *Reconnecting the Homeless Program* (RHP). In partnership with many other community agencies, RHP now provides a coordinated system of care for homeless individuals. Managed by a full-time, bilingual social worker, Gladys Morales, the program is entirely funded by the hospital.



Clients are enrolled in entitlement programs, connected to primary care and community health services, found permanent or transitional housing, and provided information on training and employment opportunities as appropriate. A key to the success of the program is the partnerships formed with several community agencies that provide services to the homeless. Case management follows the client into the community, taking a holistic approach to ensure that the individual's situation becomes stabilized.

The program is provided at no cost to clients and has proven to be an investment with high returns for the hospital. Since 2007, the *Reconnecting the Homeless Program* has served 154 clients, enrolling 141 in State-Administered General Assistance (SAGA), Medicaid, and with primary providers, and 69 with SSI/SSDI. Permanent housing has been found



for 112 individuals. There has been a significant reduction in emergency department utilization by the homeless as evidenced by the experience of a small cohort of emergency department frequent users. In 2007 this group had a combined total of 74 ED visits; due to their participation in RHP, by 2009 they recorded only four ED visits.

CHA is pleased to recognize Lawrence & Memorial Hospital's collaborative, resourceful, and exemplary *Reconnecting the Homeless Program*.



HEALTHCARE HEROES CONTEST WINNERS

MICHAEL R. BOURQUE, M.D.

Attending Obstetrician/Gynecologist

Saint Francis Hospital and Medical Center

Nominated by: Pete Mobilia

Dr. Michael R. Bourque is a doctor with a mission. With the slogan *See the world. Make a difference. Change your life.*, Dr. Bourque is dedicated to bringing first-class medical and surgical resources to Third World settings. Dr. Bourque's life was forever changed three years ago during his first medical mission at Las Matas in the Dominican Republic. Due to lack of basic resources to provide follow-up care to a mother on whom Dr. Bourque had performed a caesarean section that morning, the mother died overnight. Local hospital officials acknowledged that the woman Dr. Bourque had thought was the nurse assigned to his patient had no specialized training and only dressed in a white uniform to give the patients hope. Following this incident, Dr. Bourque developed a formal structure and identity, now called International Medical Mission, where medical professionals come together to go on medical missions. In November 2008, Dr. Bourque led a team of 34 medical professionals and lay volunteers to the Dominican Republic, where the team performed more than 60 operations, including two caesarean sections. Each participant used vacation time and paid their own way. A return mission



is planned for November 2009 and a trip to The Philippines is slated for February 2010. In the future, Dr. Bourque hopes to expand his team to include medical specialists to treat non-surgical conditions. Half a million women in developing countries die each year in childbirth, which Dr. Bourque considers appalling and unforgivable. He feels that he has been blessed in his life and is now paying back those blessings by addressing this critical health need in a small way that is making a very big difference.

BRENDAN CAMPBELL, M.D., M.P.H.
Director, Pediatric Trauma
Connecticut Children's Medical Center
Nominated by: Garry Lapidus

As if fulfilling his role as a pediatric trauma surgeon isn't heroic enough, Dr. Brendan Campbell is leading a comprehensive effort to reduce injury in Connecticut through his leadership in four key areas: research, education and training, community programs, and public policy/advocacy. Dr. Campbell's current focus is on teen motor vehicle crashes (MVCs), the leading cause of adolescent injury in Connecticut and the U.S. Using Connecticut data on death, hospital discharges, emergency department visits, and motor vehicle crashes, Dr. Campbell was able to profile the magnitude and cost of the teen MVCs in the state.

His research provided the foundation for the development of injury prevention programs and policies and to the formulation of a successful three-year Emergency Medical Services research grant award to implement a randomized controlled trial to study the efficacy of driving simulators training for teen drivers. Dr. Campbell also directs the Injury Free Coalition for Kids of Hartford and created and leads the Connecticut Teen Driving Safety Partnership. In December of 2007, Governor M. Jodi Rell selected Dr. Campbell to serve on her Teen Driving Task Force, where he argued that a stronger Graduated Drivers Licensing system would reduce crashes and fatalities. In April of 2008, Dr. Campbell and the Task Force's recommendations were passed and signed into law. Connecticut citizens are safer thanks to Dr. Campbell's inspired and tireless leadership in injury prevention.



JACK S.C. FONG, M.D.
Attending Pediatrician, Retired Chairman, Department of
Pediatrics
Danbury Hospital
Nominated by: Evelyn Jenkinson

It would be difficult to find a child in the greater Danbury area who has not, either directly or indirectly, benefited from the work of Dr. Jack Fong. A recent retiree from his 23-year position as Chairman of the Department of Pediatrics and a current attending pediatrician, Dr. Fong's tremendous impact on the health and wellness community extends beyond the hospital through a long list of programs and projects. Dr. Fong started *Wellness on Wheels* (WOW), a mobile medical center that serves underprivileged families by providing free treatment, testing, physicals, immunizations, and physician referrals, with a used van that he got funding to refurbish and help from the VNA to stock and staff. Today, WOW operates two days a week and has seen thousands of patients, with Dr. Fong still serving as the program's director. Dr. Fong also serves as the School Health Advisor for both Danbury and New Fairfield Public Schools, is actively involved with the *Dream Come True* organization, which helps grant the wishes of terminally ill children, is the founder of Danbury Hospital's Annual Children's Day, and is an outspoken



proponent of childhood immunization. In appreciation of his commitment and caring, Dr. Fong was recognized in 2006 with the Danbury Hospital Development Fund's Heart of Gold Award, with the proceeds from a banquet used to establish the Jack S.C. Fong, M.D. Pediatric Endowment at Danbury Hospital. Dr. Fong's dedication, sincerity, humble attitude, wonderful humor, and big smile make everyone around him feel like a kid again.

EILEEN GILLAN, M.D.
Pediatric Oncologist
Connecticut Children's Medical Center
Nominated by: Eric C. Berthel

It was her passion for children that led Dr. Eileen Gillan to specialize in the treatment of childhood cancers as a pediatric oncologist, and it was through lessons learned in the loss of human life that led her to serve her country in a deeply personal, highly emotional way. Dr. Gillan has been practicing medicine since 1993 and entered military service as an active duty Lieutenant Colonel in the Army National Guard in 2001. Her first tour of duty in Iraq was from October 2004 through February 2005 as a general medicine officer and resident pediatric oncologist. Her second tour, also in Iraq, ran from November 2006 through



February 2007, when she worked as a flight surgeon, which required her to travel with the aviation unit onboard a Blackhawk helicopter on various missions to take care of the pilots and make sure they were in good physical condition to fly. Taking all she had learned from her practice as a pediatric oncologist back home, Dr. Gillan believes that part of the reason she was in Iraq was to help soldiers deal with their grief. Most recently, Dr. Gillan began a project to provide hope and inspiration to her pediatric patients through photography, by setting up professional photo shoots to show patients that despite their cancer and changes to their appearances, they are still beautiful. Through her service to her patients, her own family, and her country, Dr. Gillan exemplifies the definition of a healthcare hero.

DOE HAYWOOD
Manager, H.O.P.E. (Having an Opportunity to Prepare for
Employment) Program
Hospital of Saint Raphael
Nominated by: Lynelle Abel



Doe Haywood is a living example of the hospital's mission "to care for the poor and underserved" as the Manager of H.O.P.E., an award-winning program that provides training and education to community residents who may not otherwise have had the opportunity to develop solid work experience. Doe's education, compassion, and faith provide a perfect combination for helping community residents make a better life for themselves. Her workday extends beyond her scheduled hours – she spends evenings buying clothes for a client's job interview and weekends hunting for prospects at job fairs. Doe also finds resources for those clients with more

complex issues such as domestic violence, healthy parenting, and substance abuse, which are often their biggest barriers to success. When clients complete the 16-week training program, Doe focuses on finding them permanent, well-paying jobs by pairing each client with an "employee mentor" and utilizing her extensive list of community contacts. More than 60 percent of the over 300 successful graduates of H.O.P.E. have found employment at Saint Raphael's, while others hold jobs around the city and have successfully made the transition from welfare to permanent work. Many of her clients continue to stop by and let her know they are still successfully employed, even after many years. Doe Haywood is a woman of great faith and fortitude, well respected by her peers, and is all about leading folks to a better life.

PETER JACOBY, M.D., FACEP
Chairman, Department of Emergency Services
Saint Mary's Hospital
Nominated by: Jennifer Clement

Dr. Peter Jacoby is a man of action. Active in emergency medicine at the state and national levels, he is a founding member and past president of the Connecticut College of Emergency Physicians and has held several leadership positions in the American College of Emergency Physicians (ACEP), including Council Speaker. Described by a peer as “a shining example of the universal emergency physician,” Dr. Jacoby has been involved locally in EMS, trauma, and sexual assault care. What truly stands out about Dr. Jacoby is his commitment to his community and helping his fellow man. He has traveled to Bombay, India to train physicians on how to improve emergency care, and in 2006 he accompanied two other physicians to Ha’Emek Medical Center in Northern Israel to participate in a large-scale disaster drill. Closer to home, Dr. Jacoby has chaired several boards, currently serving as president of the Connecticut Community Foundation and is serving his third, three-year term as a member of Saint Mary’s Hospital Foundation Board of Directors. Dr. Jacoby also plays an integral role in soliciting financial support for the hospital, serving as an ambassador and role model and encouraging his peers by personal example to support the hospital with philanthropic gifts. In recognition of his exceptional dedication, Dr. Jacoby has been honored with several awards, and was most recently named the 2008 Hero of Emergency Medicine by the American College of Emergency Physicians.



FRANKLIN LORIA, M.D.
Medical Director, Hospitalist Program
Greenwich Hospital
Nominated by: Christine Beechner



Dr. Franklin Loria is known for his commitment to caring for each individual patient, demonstrated most recently when he gave a hospice patient “the best day of his life.” Mr. H., a Holocaust survivor, was one particularly sad patient whose cancer had forced him to use a feeding tube. On one Monday morning visit, he seemed brighter to the nurses. When a nurse commented on his change in mood, Mr. H., a former gardener, explained why: “This weekend my doctor came to visit me, put me and my caregiver in his car, and took us to his home. He wanted me to see his garden! He put me on his tractor and drove me all around his yard. He even

gave me a refreshment...here...(pointing to his feeding tube). It was the best day of my life!” Since hearing the story, the nurses discovered that wasn’t the only visit Dr. Loria made; he was also spotted working in Mr. H.’s garden and bringing him more “refreshments.” On the last weekend of his life, Dr. Loria visited for the final time, bringing his two small children to say goodbye and comfort Mr. H. Dr. Loria’s actions show how important it is to take the time to be a hero in the eyes of each individual patient.

CONNIE NICOLOSI
Pediatric Oncology Social Worker
Yale-New Haven Hospital
Nominated by: Paula Crombie

As the one social worker dedicated to pediatric oncology at Yale-New Haven Children's Hospital, Connie Nicolosi's position puts her in direct and constant contact with children who have been diagnosed with cancer, and their families. During her many years of working with her patients, Connie has developed the special ability to speak with them honestly, directly, and with warmth and compassion. She begins the dialogue with parents who are beginning a journey that will hopefully lead to their child's recovery, and for those who don't make it, Connie is also there to help



them begin their long journey of bereavement. Connie's work goes beyond the hospital's walls. When children in treatment are ready to go back to school, she works with teachers and students to prepare them for the child, who may be a little different from the last time they saw him or her. Connie also shares her work with The Tommy Fund for Childhood Cancer, the Make-A-Wish Foundation, and the Hole in the Wall Gang. The Leukemia Society named her an Unsung Hero, the Make-A-Wish Foundation honored her with an Angel Award, and the Kids Cancer Network gave her its Affection Connection Award. Connie's co-workers describe her as the person you want at your side on the most difficult day of your life. What helps her do this important, draining job day after day are the times when someone comes up to her and asks, "do you remember me?" and Connie realizes it's one of her former patients, all grown up, and healthy.

HERBERT RIDYARD, M.D.
Surgeon
Windham Community Memorial Hospital
Nominated by: Sharyn Mathews




In December 2007 when Dr. Herbert Ridyard announced that he would be taking a leave of absence from his busy surgical practice, his colleagues were stunned. They became more astounded to learn that he had been a Lieutenant Colonel in the U.S. Army Reserve Medical Corps and was taking a leave to do some active duty. He completed his boot camp stint in mid-February and returned home to await his deployment orders, while continuing to serve his patients. Dr. Ridyard received his call at the end of 2008 and left for Tikrit, Iraq to serve as Chief of Surgery for a Combat Support Hospital. A modest man, Dr. Ridyard declined a going away party, and although Internet and phone access was extremely limited, he stayed in constant touch with his family and friends. In a 2009 “letter from the front,” Dr. Ridyard reported that his hospital was one of the last units still partially located in tents and trailers. There were a total of ten physicians, who treated both military personnel and Iraqi civilians, and that part of their mission included the training of Iraqi physicians. His first patient was a soldier with appendicitis, and one of his most memorable patients was a young Iraqi girl with extensive burns who required daily surgeries. Dr. Ridyard served for three months and returned home an international practitioner, a caregiver extraordinaire, and a healthcare hero.

CHRISTINE WASZYNSKI, APRN
Geriatric Program
Hartford Hospital
Nominated by: Kelley Boothby and Eileen Pelletier

Through knowledge, innovation, and compassion, Christine Waszynski has developed and cultivated the Geriatric Resource Nurse Program to improve the level of care for hospitalized older adults. In addition to her work at the hospital, Chris has published a book and several articles, participates in geriatric research, and addresses geriatric issues in person, as well as via television and radio. She has also received several awards for her innovative programs, one of which, “Keeping in Touch,” provides additional visits to patients at risk for delirium/dementia to minimize incidents and their impacts, and to provide a friendlier, more welcoming environment for those patients. Chris also created a volunteer role to help reduce the number of patient falls. Through The Fall Prevention – Safety Monitor Program, volunteers are specifically trained to evaluate the patient’s room to ensure that all fall precautions have been put in place by the staff. The program has had a tremendous impact on the number of falls and has received the President’s Award for Outstanding Program Development by the New England Association of Health Care Volunteer Services. Most recently, Chris created “Meal Mate,” where volunteers work to provide a nice dining experience for patients, using supplies like placemats and flower centerpieces. Through these enhanced services for patients, Chris has provided more opportunities for volunteers to provide meaningful assistance, while giving cost-effective help to the staff. With people living longer and healthcare institutions being challenged with meeting the needs of elderly patients during tough economic times, there is no doubt that Christine Waszynski is a healthcare hero.





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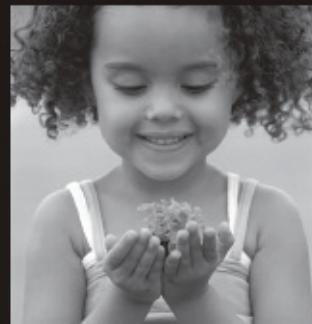
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