



CARING FOR CONNECTICUT

Honoring the Caregivers

THE CONNECTICUT HOSPITAL ASSOCIATION
2023 ANNUAL REPORT



PROGRAM AGENDA

CARING FOR CONNECTICUT: HONORING THE CAREGIVERS

2023 Annual Meeting

June 15, 2023

3:30 – 4:00 p.m. Registration

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

| | |
|---|-----------------------------------|
| Call to Order | Christopher M. O'Connor |
| Invocation | Rev. Dr. YangHee Christine Stopka |
| Report of the President | Jennifer Jackson |
| Recognition of October 2021 Chairman Transition | Jennifer Jackson |
| Remarks of Immediate Past Chairman | John M. Murphy, MD |
| Report of the Chairman of the Board | Christopher M. O'Connor |
| Election of New Trustees | Christopher M. O'Connor |
| Awards Presentations | Christopher M. O'Connor |
| <ul style="list-style-type: none"> ■ CHA Healthcare Heroes Award ■ Connecticut's Hospital Community Service Award ■ The John D. Thompson Award for Excellence in the Delivery of Healthcare Through the Use of Data ■ The Marna P. Borgstrom Leadership Award | |
| Adjournment | |

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

6:00 – 7:00 p.m. Keynote Speaker

Dan Hurley
Head Coach
UConn Men's Basketball

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

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MESSAGE FROM THE BOARD CHAIRMAN AND PRESIDENT



Christopher M. O'Connor

The world has undergone profound change since we last gathered for a CHA Annual Meeting in June 2019. Faced with the terror of an unknown, contagious, and lethal disease, the thousands of individuals who care for our communities in Connecticut hospitals and health systems did not waver, and rose to the immense challenges presented by the global pandemic of COVID-19. We write this year’s Annual Report with a deep sense of respect and gratitude for the leadership, courage, compassion, and excellence embodied at Connecticut hospitals and health systems during this time.

Our theme this year, *Caring for Connecticut: Honoring the Caregivers*, was chosen to honor the strength, commitment, and character of each and every caregiver across our state. We honor all that they do, and celebrate the love they bring to caring for patients despite the most challenging of times. With the worst of the pandemic hopefully behind us, the mission continues and the commitment of hospitals to help and heal remains constant.

With all these challenges hospitals and health systems still achieved significant accomplishments in quality care delivery, working to care for sicker patients while facing enormous pressures and strain on the workforce. With the support of CHA and continued collaboration through the pandemic, Connecticut hospitals and health systems never stopped working to find innovative ways to better serve patients and communities. Today, they

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

are serving more patients in more locations in their neighborhoods, investing in community health and health equity, and developing innovative technology and processes to improve outcomes and patient experience. They are building a healthier Connecticut, and a stronger Connecticut, by caring for Connecticut.

CHA’s work remains steadfast and focused on strengthening and supporting Connecticut’s hospitals and health systems through state and federal advocacy, collaboration to improve quality and outcomes, education and training, and critical data and IT infrastructure, so hospitals can focus on ensuring positive health outcomes for every person who walks through a hospital door, and even those who don’t. Financial, operational, and regulatory challenges lie ahead, but we remain confident that hospital and health system leaders and their teams have all the skills, resilience, and compassion needed to continue *Caring for Connecticut*.

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

Jennifer Jackson
President and CEO
Connecticut Hospital Association

THE TREASURER'S REPORT



Vincent G. Capece

It is my pleasure to report to you that the financial position of the Connecticut Hospital Association is sound. On June 14, 2023 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, 2023. The auditors issued an unmodified opinion on CHA's consolidated financial statements for the year then ended. In addition to the financial statements, the Financial Oversight Committee has reviewed the other required communications from the auditors. CHA's internal controls are effective and, for the 19th consecutive year, the auditors did not issue a management letter.

CHA followed strong operating results in 2022 with solid financial performance in 2023. CHA ended the fiscal year with pre-tax income of \$340,000, exceeding the conservative assumptions built into the budget; the primary drivers of performance were positions open due to restructuring and difficulty hiring during the pandemic,

CHA followed strong operating results in 2022 with solid financial performance in 2023.

as well as actual ChimeData records exceeding the estimated pandemic-related volume reduction that was included in the budget. The Financial Oversight Committee continues to monitor the impact of the frozen defined benefit plan on CHA's financial position; rising interest rates drove a decrease in the pension liability.

The Financial Oversight Committee has reviewed the budget and operating plan for the new fiscal year, which is consistent with historical performance and positions the Association for the future. The

budget includes filling key positions in Advocacy, strategies and expense controls to mitigate the impact of inflation, funding for critical open positions in ChimeData to develop business intelligence analytics and expand CHA's data holdings, as well as significant capital investments in CHA's data center infrastructure to support growth. The FY24 plan reflects the Financial Oversight Committee's recommendation to recognize the extraordinary financial pressures on members by holding total membership dues flat to 2022-2023; an inflationary increase of 6.9% for operating expense increases is completely offset by a reduction in the portion

of dues contributed to the Advocacy Fund. The Committee will reexamine the dues structure and calculation as part of the FY25 budget process, including the balance and projected utilization of the Advocacy Fund.

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

Vincent G. Capece
Treasurer
CHA Board of Trustees

President and CEO
Middlesex Health

EFFECTIVE, EXCEPTIONAL ADVOCACY

Responding to an unprecedented public health emergency, CHA fostered strong relationships with the executive and legislative branches to guide the state's rapid and effective response to an ever changing public health crisis.



After over three years of heroic and historic pandemic response efforts, CHA's advocacy has adapted to embrace the legislature's hybrid operations and connect with policymakers through all modes of communication. CHA's work remains proactive and highly focused on sustaining robust healthcare delivery systems for patients across the state when faced

with staggering challenges. This year, CHA compiled and released a report supported by an independent analysis from Kaufman Hall that significantly increased attention and awareness about the growing challenges Connecticut hospitals are facing including dramatically rising costs and inflation, workforce shortages, and treating sicker patients than before the pandemic.





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

CHA also launched a major advocacy push to address Connecticut's critical healthcare

workforce shortage, opposing harmful policy proposals, and calling for solutions to retain and grow a skilled, diverse, resilient workforce to meet the patient needs of today and tomorrow.

CHA has built a strong partnership with the Office of Workforce Strategy (OWS), working together to support initiatives to rapidly retrain Connecticut workers for jobs in healthcare (CareerConnect), create regional sector



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

partnerships to enhance collaboration in communities across the state, develop healthcare career pathways for high school students, and influence the development of the CT Health Horizons program.

CHA's advocacy efforts have been and always will be focused on our frontline workers who need our support as challenges remain.



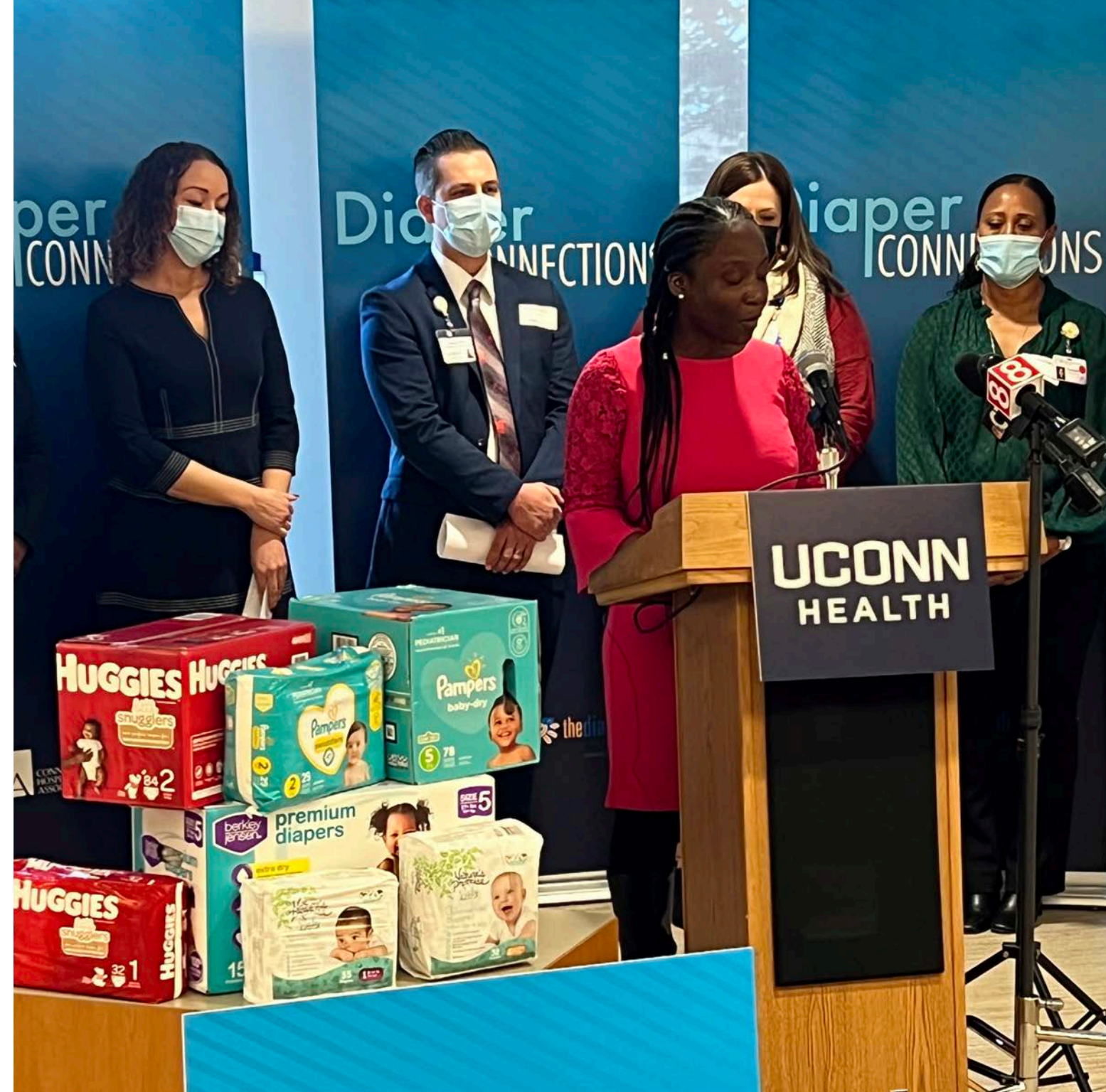
INVESTING IN CONNECTICUT'S ECONOMY AND COMMUNITIES

Connecticut hospitals and health systems contributed \$35.2 billion to the state and local economies, made \$2.7 billion in community investments, and generated 229,492 jobs in 2021.



CHA continues to build collaborative efforts to strengthen the role of hospitals and health systems in communities across the state, supporting members in expanding relationships with community partners to identify and develop solutions to address upstream drivers of health.

Connecticut hospitals and health systems provide so much more than just direct care alone. They transform the conditions that drive health and disease. They are establishing programs to increase access to housing, diapers, fresh and healthy food, and educational resources to manage and prevent chronic diseases. They provide free





In its first two months of operation, Diaper Connections provided diapers to more than 600 infants and toddlers.

recovery coaches when individuals facing substance use disorder arrive in emergency departments. They are investing in education and training the future healthcare workforce to build pathways to careers.

Additionally, Connecticut hospitals are managing violence intervention programs, deploying community health workers, running free

Connecticut hospitals provided \$2.1 billion in community investments, providing a wide range of services that affect the community's well-being and address social influencers of health.

dental clinics, connecting patients to doulas, and offering screenings throughout communities – from blood pressure readings in barber shops to well-being checks run in partnership with local faith organizations.

Building on these efforts, CHA established Diaper Connections, a diaper distribution network led by Connecticut's 27 acute care hospitals and the Diaper Bank of Connecticut, with support from the Connecticut Department of Housing.

CHA consistently supports hospitals and health systems in their work to build healthier, stronger communities, expanding its partnerships and collaboration with community groups across the



state. CHA has worked closely with the Connecticut Coalition Against Domestic Violence to train providers to screen, refer, and bridge hospitals and interpersonal violence community-based organizations and resources. By serving as a member of the Maternal Mortality Review Committee, the Connecticut Reproductive Justice Alliance, and other maternal health groups, CHA has broadened its advocacy work in support of community health, maternal health, and meeting the needs of all Connecticut residents.

HIGH-QUALITY CARE FOR ALL PATIENTS

Connecticut hospitals are committed to patients and their families who depend on their hospitals to deliver outstanding care under the safest possible conditions.



Twelve years ago, CHA spearheaded a first-in-the-nation high reliability statewide initiative to reduce patient harm in Connecticut hospitals and health systems. Collaboration with members resulted in a statewide reduction in serious patient safety events by 65-70% after the program was implemented in all hospitals and health systems. However, after years of exhausting pandemic challenges and the associated

Leading the evolution and update of high reliability in Connecticut hospitals and health systems.





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

crisis in healthcare, there has been a renewed global imperative to address the resulting international increase in harm events, both to patients and healthcare workers.

CHA is working with hospitals and their quality and safety representatives to develop an innovative and updated roadmap to reinvigorate the culture and practices of a High Reliability Organization (HRO) in Connecticut hospitals and health systems.



This initiative, HRO 2.0, uses a framework based upon a *National Action Plan to Advance Patient Safety** that applies a total system safety approach that includes culture, leadership and governance, workforce safety, patients and families, and a focus on health equity, to proactively anticipate and mitigate risks using system-wide safety processes across the continuum of care. CHA has engaged the Institute of Healthcare Improvement (IHI), global leaders in healthcare quality and improvement science, to provide consulting support for the first phase of the project.

With this new chapter in quality advancement, CHA continues to foster collaboration and collective learning using improvement science to achieve sustainable, impactful improvement in high-quality, safe patient care outcomes.

CHA remains steadfast in its commitment to support hospitals and health systems in promoting a culture of safety and continuous quality improvement that helps ensure the safety of the workforce and the best possible outcomes for patients.

** Safer Together: A National Action Plan to Advance Patient Safety, Institute for Healthcare Improvement*

INNOVATIVE OPPORTUNITIES FOR EDUCATION

CHA delivered 34 educational programs to more than 1,600 hospital leaders, clinicians, and healthcare professionals.

Faced with restrictive large-gathering and infection-control protocols caused by the pandemic, CHA continued its pivot from onsite to virtual education programs to help members stay ahead of critical issues.

Major programs included interdisciplinary issue-based forums on *An Act Concerning Intimate Exams; Reproductive Rights and Gender-Conforming Surgery Within Connecticut; and Pregnancy & Intimate Partner Violence: Screening & Intervention for Health Professionals & Community Providers* that was taught by the Connecticut Coalition Against Domestic Violence.

Education continued on regulatory and privacy topics, such as the No Surprises Act, HIPAA — including a session dedicated to communications, public relations, and the media, and a three-part program on The Joint Commission Standards and National Patient Safety Goals. Additionally, CHA offered two cohorts of its new six-part *Essential Skills Every Leader Needs* series, in response to member requests for

additional leadership and management training.

CHA continued its partnership with the Department of Mental Health and Addiction Services (DMHAS) and community partners including Health Equity Solutions and the March of Dimes to educate clinical providers about their role in decreasing Opioid Use Disorder (OUD), and to address stigma and implicit bias related to substance use disorder and mental health conditions in pregnancy and the postpartum period. Education focused on teaching providers about risk factors for OUD, appropriate prescribing guidelines, treatment for OUD, and demographic data about the opioid epidemic in Connecticut. In partnership with Carelon, CHA also offered additional education on substance use disorders among youth.

Specific to maternal health equity, CHA has offered the *SPEAK UP Program Trainings* to provide implicit and explicit racial bias education, to dismantle racism, provide quality equitable care, and reduce perinatal health disparities.

MEMBER-FOCUSED SERVICES

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

ChimeData

During the pandemic, reliable, timely data became more important than ever in guiding not only important decisions being made within hospitals, but also in influencing the entire state response to keep communities and families safe and healthy. ChimeData enabled Connecticut to stand up one of the first statewide COVID-19 data dashboards in the country. When Connecticut needed to launch a rapid response across the state, ChimeData was there for hospitals, health systems, and patients, providing access to rapidly changing information that was critical in shaping care delivery during a time of crisis. Today, ChimeData continues to develop advanced interactive data analytics tools for business intelligence to support hospitals' work in gauging their performance in quality



improvement and patient safety and measuring utilization of services to further understand and respond to patient needs. Looking ahead, ChimeData remains focused on accelerating and expanding clinical and claims data, implementing centralized real-time business intelligence for hospitals on community health, utilization, capacity, and emerging clinical trends, and building the next generation data infrastructure. Through continuous advancements, ChimeData works to enhance

the ease with which hospitals and health systems can access and communicate information quickly, efficiently, and effectively. This work supports robust analytics that guide important decision making related to patient care and building healthier communities.

ChimeNet

Network and intranet connectivity and security is crucial to hospitals and health systems as they work to meet the needs of their patients. Throughout the pandemic, it was even more critical that these elements couldn't fail.

ChimeNet was there every step of the way supporting Connecticut hospitals as they worked to stand up community sites for testing and vaccinations to reach underserved populations and increase access to care across the state. Having a reliable, statewide, private network ensured hospitals and health systems could always communicate securely and effectively no matter where they were providing care or services. As supply chain disruptions rocked the nation, ChimeNet worked through the challenges to support its healthcare, education,



municipal, and other business clients through reliable delivery of equipment and services. ChimeNet continues to focus on advancements. Today, ChimeNet is working on significant upgrades to its data centers to allow for growth within the existing physical

footprint, as well as expanding the physical space available for customer use. ChimeNet is currently constructing a 3,500 square foot data center that a member organization will use as its primary production data center. ChimeNet is also upgrading the power infrastructure that serves the CHA campus to support current, planned, and potential future data center capacity by building a new power plant that will triple the current electrical capacity of CHA's infrastructure, increase reliability, and accommodate further growth.

CHA HEALTHCARE HEROES AWARD

Recognizing all healthcare workers for their exceptional response to a global health crisis.

CHA's Healthcare Heroes award was developed in 2002 to celebrate the invaluable contributions of healthcare workers, both to their field and to the community at large.

As we gather together to celebrate at this year's Annual Meeting, the first large-scale gathering since before the COVID-19 pandemic, CHA is honored to present the 2023 Healthcare Heroes Award to *all* colleagues working in hospitals and health systems across the state in recognition of their steadfast and exemplary work in responding to the pandemic.

CHA is honored to welcome special guests from each Connecticut hospital to accept this award. Many of these guests appeared in CHA's Caring Voices, Caring Hands video documenting the COVID-19 pandemic experience from the perspective of our hospital workforce. All of these special guests we are honoring at the CHA Annual Meeting played an integral role in their hospital's response to the pandemic in supporting patients and families.



Thank you to all of Connecticut's healthcare heroes.

CONNECTICUT'S HOSPITAL COMMUNITY SERVICE AWARD

Saint Francis Hospital's Hospital Violence Intervention Program

Saint Francis Hospital's Hospital Violence Intervention Program (HVIP) fosters partnerships and collaborations between hospital providers and community-based organizations to advance trauma informed services for victims of violence.

The HVIP program began in 2004 as a partnership with a local community-based organization to support wrap around care for victims of violence to ensure social care needs are met when patients are discharged into the community.

Saint Francis Hospital has since evolved the program to include stronger coordination of services and support by embedding an HVIP specialist, who is also certified as a Community Health Worker, within the emergency department to be the liaison between emergency department staff and families. With the inclusion of a dedicated staff member, Saint Francis has

been able to address unconscious bias in care and help build greater trust between patients and their providers.

The program has also expanded to include workforce-readiness opportunities, providing field experience in a hospital-based food pantry for youth who have been impacted by violence and want to be gainfully employed. This is a collaborative effort between the hospital and COMPASS Youth Collaborative's Transitional Employment Program, which is designed to provide job readiness skills to high-risk youth in the City of Hartford.

In addition to working with COMPASS Youth Collaborative, the program partners with Hartford Communities That Care, a non-profit that implements culturally appropriate, high quality, and evidence-based crisis response, mental health, and supportive



programs; and the Greater Hartford Family Advocacy Center at Saint Francis Hospital, a hospital-based organization where children and adults who are suspected victims of sexual abuse, sexual assault, and domestic violence can get the support and treatment they need.

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

Yale New Haven Children's Hospital NICU Network Project to Reduce Potentially Unnecessary Testing

Yale New Haven Children's Hospital is recognized for its work across a network of neonatal intensive care units (NICUs) to reduce potentially unnecessary laboratory and diagnostic imaging testing and address the potentially short- and long-term adverse effects of this testing on a highly vulnerable patient population.

Yale New Haven Children's Hospital took notice of mounting evidence that repeated pain and stress from tests and procedures in preterm infants can result in serious long-term growth and neurodevelopmental impairments, a risk of future anxiety and depression, as well as lifelong impairments in pain processing. The hospital sought to first analyze the number of tests being performed in their NICU and then to design interventions to limit those potentially unnecessary for clinical care and decision making.

An interactive data dashboard linked to the electronic medical record was created to assess baseline data, balancing measures, and to prospectively track results from targeted interventions. A standard guideline was also created by a multidisciplinary team and disseminated for the recommended schedule of routine screening tests. Project leads met with the NICU family advisory council to gain insight and helpful feedback, unit-wide practices were reviewed and modified accordingly with an individualized-care focus, educational efforts were conducted, and modifications to electronic health record order sets and documentation templates were made to reinforce practice change. New equipment was purchased and implemented to replace invasive blood testing with accurate, non-invasive monitoring.

Over a six year period, the three



NICUs involved performed approximately 177,750 fewer blood tests (39% reduction from baseline), 1,551 fewer diagnostic imaging studies (15% reduction), saved 26.7 liters of blood (the entire blood volume of approximately 315 infants weighing 1,000 grams), reduced radiation exposure by 373 mSv (1 mSv is the safe annual allowance of radiation exposure for a child), and saved approximately \$2 million in direct laboratory costs.

THE MARNA P. BORGSTROM LEADERSHIP AWARD

The Connecticut Hospital Association is establishing the Marna P. Borgstrom Leadership Award in honor of Marna P. Borgstrom, the retired CEO of Yale New Haven Health, whose significant career contributions shaped and improved healthcare in Connecticut for decades.

This year, CHA recognizes Marna P. Borgstrom as the inaugural recipient of this prestigious honor. Marna's 43-year career at Yale New Haven Health (YNHHS), including her leadership of the system from 2005-2022, was defined by exceptional advancements in patient care and innovation, and her remarkable ability to connect with staff and patients. Beyond her leadership at YNHHS, Marna became one of the most respected leaders in healthcare, both in Connecticut and nationally, not only because of her outstanding accomplishments in reimagining and advancing care delivery at the system she served, but also as a result of her dedication to supporting the work of the hospital industry broadly, influencing the activity of her peers and mentoring future leaders in the field. Throughout her career, Marna has been a driving force in enhancing safety and quality care for patients and developing the healthcare workforce across the state of Connecticut. Marna's outstanding ability to lead and bring people together on policy shaped an entire landscape in

which hospitals worked collaboratively to adopt systemic changes that advanced healthcare across the state, improved health outcomes, and saved lives. The enduring impact of Marna's leadership continues to benefit countless patients, and also has inspired the next generation of healthcare leaders to carry on a legacy of excellence and devotion to patient care.

When faced with a historic public health crisis, all of Connecticut benefited from Marna's experience, expertise, and wisdom as she worked to guide our state through some of its most challenging hours. Her exceptional leadership provided steadiness and strength at a time and in a place that was unpredictable and unsettling. Marna did what she has always done, she led with intensity and purpose.

In addition to her executive role at Yale New Haven Health, Marna was a member of the CHA Executive Committee for many years, serving as CHA Board Chairman, and Chairman of several standing and ad hoc Committees, and has been a leader in advocacy at the state and federal levels.



Marna Parke Borgstrom has been named Administrative Resident at Yale-New Haven Hospital. Appointed from her class at the Yale School of



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1-year term

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3-year term

3-year term

3-year term

3-year term

3-year term

3-year term

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courage and compassion of hospitals and
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Lauren Alvarenga, MPH, CPH, DataGen

Kathy Bizarro-Thunberg, MBA, FACHE, New Hampshire Hospital Association

Patricia Noga, Massachusetts Health & Hospital Association

Marianne Smith MAS-PSHQ, BSN, RN, CPPS, Institute for Healthcare Improvement

Cathleen Wright, DNS, RN, Healthcare Association of New York State

COMMUNITY SERVICE AWARD:

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CHA thanks Marna P. Borgstrom for her extraordinary leadership, contributions, and service through CHA.

It is an honor to recognize the inaugural recipient of the Marna P. Borgstrom Leadership Award for her exceptional work to support and improve the delivery of healthcare in Connecticut.




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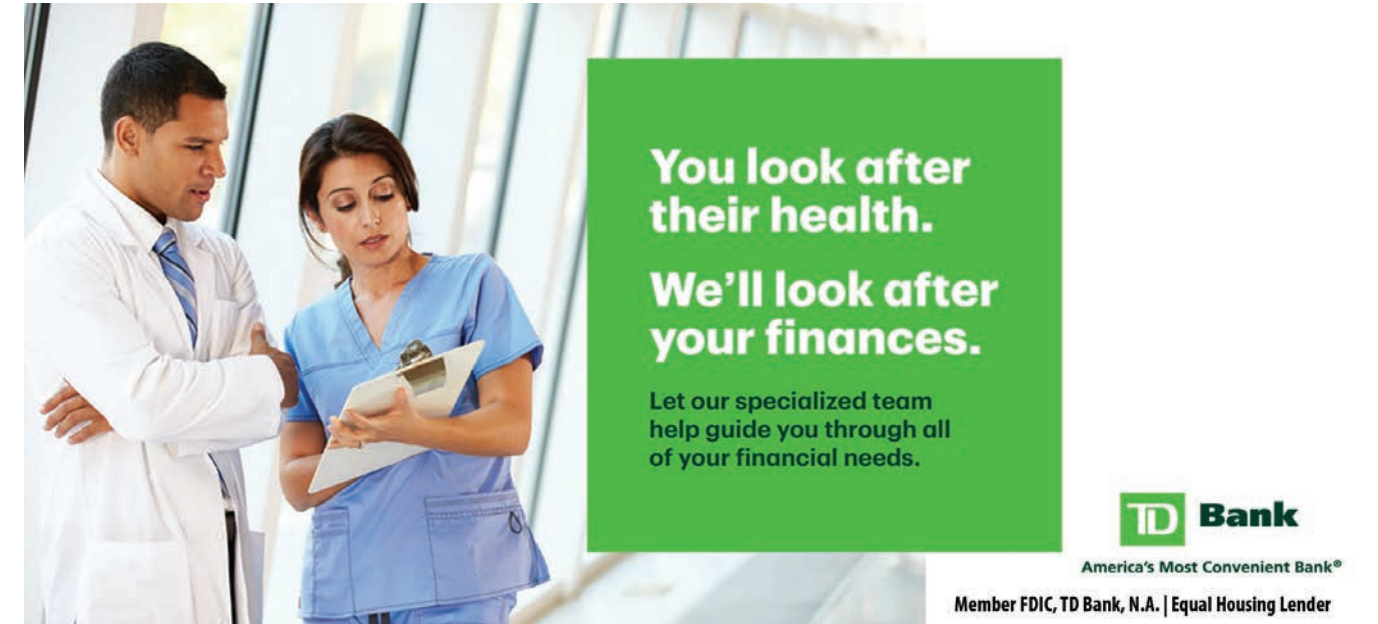
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Yale New Haven Health proudly congratulates **Marna P. Borgstrom** as the first recipient of the Connecticut Hospital Association's Marna P. Borgstrom Leadership Award in recognition of her thoughtful leadership, insightful vision, collaborative spirit and commitment to people and the community.

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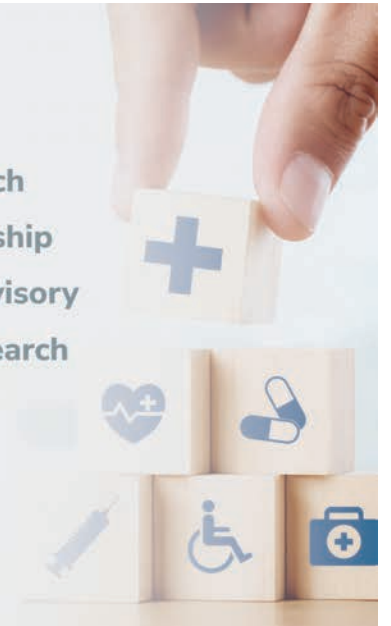
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