



PROGRAM AGENDA

ELEVATING EXCELLENCE

2026 Annual Meeting

June 11, 2026

3:00-3:30 p.m. Healthcare Heroes Pre-Event Recognition Reception

3:30-4:00 p.m. Registration and Networking

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

CHA gratefully acknowledges the generous Annual Meeting support of our Platinum Sponsors:

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Call to Order	Patrick Charmel
Invocation	Grace Napolitan
Report of the President	Jennifer Jackson
Report of the Chairman of the Board	Patrick Charmel
Award Presentations	Patrick Charmel
<ul style="list-style-type: none"> ■ CHA Healthcare Heroes Award ■ Service in Pursuit of Excellence Award ■ Connecticut's Hospital Community Service Award ■ John D. Thompson Award for Excellence in the Delivery of Healthcare Through the Use of Data ■ T. Stewart Hamilton, MD, Distinguished Service Award 	

Acknowledgement of Outgoing Trustees	Patrick Charmel
Election of Officers and Trustees	Patrick Charmel
Passing of the Gavel	Patrick Charmel
Remarks of the New Chairman	Jeffrey Flaks
Adjournment	

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

6:00-7:00 p.m. Keynote Speaker

David Pogue
New York Times bestselling author,
Emmy-winning CBS Sunday Morning
correspondent, NOVA host on PBS
and New York Times contributor

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MESSAGE FROM THE BOARD CHAIRMAN AND PRESIDENT

Connecticut hospitals and health systems have met extraordinary challenges with strength, ingenuity, and an unwavering focus on patients, navigating turbulent times in our state and across the nation. This year, amid persistent pressures and destabilizing federal policy changes, hospitals stayed firmly focused on caring for their communities and continued to elevate the quality, safety, and experience of care.

This year's Annual Meeting theme, *Elevating Excellence*, is both a celebration of the world-class care delivered in Connecticut hospitals and a reaffirmation of our shared commitment to do even better for this generation and the next. As the cornerstone of our state's healthcare delivery system, Connecticut hospitals play an essential role in our standing as one of the best states for healthcare quality, with Connecticut now ranked number one in the nation for hospital safety.

This achievement is a testament to the devotion of our hospital staff and the many interwoven roles that are integral to delivering outstanding care — from physicians and nurses at the bedside to environmental and food services teams, and so many others working behind the scenes.

Leveraging its unique role as a convener, the Connecticut Hospital Association (CHA) is a catalyst for positive change in the delivery of healthcare in Connecticut.

This year, in collaboration with state leaders and legislators, we advanced a pivotal shift in how Connecticut directs resources to hospitals through the hospital tax, a critical step toward securing the sustainability of nation-leading care. This represents meaningful progress in addressing longstanding challenges with Medicaid underpayment, even as significant work remains ahead.

CHA continues to lead innovative statewide initiatives that strengthen Connecticut's high-quality healthcare delivery system, including quality and safety improvement activities, maternal health projects, tailored education and workforce development opportunities, and data and informatics modernization. Guided by a refreshed strategic plan, CHA is poised to further advance solutions that support hospitals, caregivers, and the patients and communities they serve.

On behalf of the CHA Board of Trustees and staff, we thank Connecticut hospitals and health systems, and our extraordinary teams of dedicated healthcare workers, for your steadfast commitment to *Elevating Excellence* in every aspect of care. Your devotion and compassion make exceptional care possible.

It is a privilege to serve alongside you as we strengthen the health and well-being of our state and advance CHA's commitment to safe, high-quality, affordable, and equitable healthcare for all.



Patrick Charmel

Patrick Charmel

Chairman, CHA Board of Trustees
President and Chief Executive Officer
Griffin Health



Jennifer Jackson

Jennifer Jackson

President and CEO
Connecticut Hospital Association

THE TREASURER'S REPORT

It is my pleasure to report that the financial position of the Connecticut Hospital Association is sound. On June 10, 2026 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, 2026. 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 22nd consecutive year, the auditors did not issue a management letter.

CHA followed solid operating results in 2025 with strong financial performance in 2026. CHA ended the fiscal year with pre-tax income of \$651,000, exceeding the conservative assumptions built into the budget.

*CHA followed
solid operating
results in 2025
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The Financial Oversight Committee continues to monitor the impact of the frozen defined benefit plan on CHA's financial position, and reallocated the asset portfolio to 70% fixed income assets matching the duration of plan liabilities and 30% return seeking assets, consistent with the liability driven investment glide path policy.



The Financial Oversight Committee has reviewed the budget for the new fiscal year, which positions the Association for the future and aligns with the goals in CHA's refreshed Strategic Plan. The budget, approved by the CHA Board, includes targeted spending on third-party experts, polling, and focus groups; and revenue growth stemming from the investments in CHA's data centers, as well as from Manchester Memorial Hospital and UConn Health Waterbury Hospital rejoining CHA. The infrastructure reductions implemented in FY26, combined with the increased membership, allow for a 0% increase in dues for acute care hospitals for 2026-2027.

The Committee determined that the current level of Advocacy Fund contribution should be maintained given the political environment and the need to keep growing the fund.

The 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

ELEVATING EXCELLENCE







LEADING ADVOCACY WITH TENACITY

During the 2026 Legislative Session, CHA testified on nearly 100 bills and provided input and advocacy on dozens more. This year marked a breakthrough for Connecticut healthcare with the adoption of a new patient-focused hospital tax model



CHA brings hospitals and health systems together to achieve shared goals and tackle problems with pragmatic solutions. Through bold, tenacious advocacy, CHA is an influential force and ubiquitous presence at the state Capitol, spearheading efforts to support and grow the healthcare workforce, address systemic cost drivers affecting healthcare affordability, protect patients' access to lifesaving care, and foster a healthier future for all.

*This session marked
a transformative
moment for the
sustainability of
healthcare delivery*

The 2026 Legislative Session was fast-paced and packed with a flurry of healthcare-related activity, demanding the vigilance and agility

of hospitals' government relations teams. This session also marked a transformative moment for the sustainability of healthcare delivery.

Hospitals formed a united front to advocate for the adoption of a new hospital tax model developed by CHA that maximizes federal funding and reinvests revenue back into patient care. CHA executed a highly visible, impactful communications campaign to heighten urgency around building the reform into the 2027 state biennial budget adjustment, and hospital teams engaged lawmakers and state officials in constant conversations to convey the gravity of establishing a forward-thinking solution before the state's 2019 hospital tax settlement expired in June.



State leaders and legislators heard hospitals and collaborated with CHA to advance a landmark, long-term plan. At its core, the model ensures hospital taxes function as an effective financing tool to support Medicaid and safeguard the nationally recognized care and exceptional healthcare workforce that define Connecticut.

The certificate of need (CON) process also took center stage this session, with CHA convening, organizing, and leading a coalition of healthcare providers to present a patient-focused CON reform proposal, bringing long-overdue reform to fruition. With essential input from CHA and provider partners, based on the guidance, advice, and engagement of hospital leaders and advocacy teams, the state adopted provisions to streamline CON applications, reduce redundancy, and expedite authorizations. These changes reflect years of hospital advocacy and extensive policy negotiations to ensure the CON process fuels clinical innovation, bolsters the state's economy, and preserves patients' access to care.



Throughout the session, CHA continued to champion the indispensable value of Connecticut hospitals and health systems — providing 24/7 care to everyone who walks through their doors, supporting the creation of nearly 250,000 jobs, and investing billions of dollars in our communities — and pushed back against policies that could jeopardize hospitals’ ability to maintain and expand those contributions, including harmful proposals to introduce a government-controlled health insurance plan that would increase healthcare costs, limit access, and strip patients of choice.

CHA also continued its strong advocacy on the federal level, mobilizing to mitigate the impact of lapsed Affordable Care Act (ACA) subsidies and reduced student loan caps, while urging Congress to safeguard Medicaid and Medicare, oppose harmful site-neutral payment policies, preserve the 340B Drug Pricing Program, support and protect the healthcare workforce, and address burdensome prior authorization.

Underpinning all of CHA’s advocacy efforts, on the state and federal levels, is the enduring call for government payers to remedy chronic Medicaid and Medicare underpayment. While the new hospital tax model begins to chip away at the \$1.5 billion annual Medicaid shortfall, CHA will persist in promoting strategic, stable investments in our healthcare delivery system for years to come.

CONNECTICUT HOSPITALS BY THE NUMBERS:

- Provide a total economic impact of **\$43.9 BILLION**
- Contribute **\$3.74 BILLION** in community investments
- Support nearly **250,000 JOBS**, with a total payroll of **\$22.4 BILLION**
- Provide care to **351,682 ADMITTED PATIENTS**, providing **2 MILLION DAYS** of inpatient care
- Treat **1.5 MILLION PATIENTS** in emergency departments
- Provide nearly **9.7 MILLION EPISODES** of outpatient services
- Invest **\$313.9 MILLION** in health professions education
- Provide **\$302.5 MILLION** in uncompensated care to support patients who cannot pay



INTEGRATING COMMUNITY VOICES ACROSS CARE

Connecticut hospitals are transforming care delivery by strengthening the connection between clinical practice, community experience, and patient perspectives



Clinical excellence is inseparable from health equity and accessibility. It is why hospitals are not only treating patients within their walls but also bringing care directly into the communities they serve.

Hospitals are working hand in hand with local organizations to provide free and discounted care, subsidize preventive health services, offer low- and no-cost health education and wellness programming, and so much more. These partnership programs and initiatives address the upstream, root-cause social, economic, and environmental factors shaping community health, including stable housing, nutritious food, reliable transportation, and steady employment.

CHA's second annual Hospital Community Benefit Advocacy Day at the Capitol spotlighted concrete examples of how hospitals enhance the health of communities across the state.

This year, CHA maintained momentum on the statewide strategy to improve maternal health, implementing multiple visionary projects that have been years in the making.

CHA continues to advance the Parents Recovering from Opioid and Other Use Disorders (PROUD) initiative and facilitate Connecticut's Alliance for Innovation on Maternal Health (AIM) Advisory Group, convening multidisciplinary birthing hospital leaders to implement best practices that improve maternal outcomes and patient safety bundles that reduce maternal mortality and severe maternal morbidity.

Federal policy changes have magnified the importance of partnering with our communities to preserve healthcare access and affordability. As the state braces for new Medicaid eligibility requirements taking effect in January 2027, CHA moved swiftly, with guidance from its reconstituted Health Equity Advisory Group, to involve patient and provider voices in the development of comprehensive outreach materials, resources, and mechanisms for hospitals, social services providers, and municipalities to support beneficiaries at greatest risk of losing coverage. As this statewide, cross-sector effort unfolds, CHA is convening members to exchange ideas, monitoring emerging policy and operational updates, and elevating issues and barriers that require broader attention.

These proactive interventions are critical to keeping patients informed so they can stay covered — reducing the risk of acute illness, preventing hospitalizations, and sustaining continuity of care for our most vulnerable populations.





PUTTING PATIENTS AND CAREGIVERS FIRST

Connecticut hospitals are deepening their commitment to advancing patient and workforce safety and enhancing quality of care

Over the past year, hospital and health system leaders have fortified the foundation of *HRO Forward* — advancing nation-leading efforts to transform safety culture at all Connecticut hospitals. This high reliability organization (HRO) initiative was set in motion 15 years ago and continues to this day.

Connecticut hospitals have adopted proactive methods to eliminate preventable patient harm and protect the healthcare workforce. Hospitals established systems to anticipate risks, investigate problems, adjust practices, and measure progress. Today, hospital leaders and staff — clinical and nonclinical — embrace patient safety as everyone’s responsibility, regardless of role.

With HRO principles firmly cemented into the bedrock of care delivery, hospital teams are now looking at their quality and safety systems with fresh eyes, sharpening their focus on opportunities to reinforce HRO fundamentals through continuous, consistent education.

In parallel with providing education to bolster the building blocks of *HRO Forward*, and informed by the latest safety science, hospitals are evolving the initiative to reframe HRO principles through the lens of psychological safety, ensuring hospital staff feel confident challenging assumptions, asking questions, and raising concerns. The evidence supporting psychological safety is clear: teams perform better, employees report greater job satisfaction, staff retention increases, and patient outcomes improve.

To ensure hospital staff exercise high reliability practices and are fluent in HRO fundamentals,



including CHAMP behaviors and Apparent Cause Analysis, CHA has been conducting interactive workshops. Quality and safety leaders are becoming subject matter experts through train-the-trainer courses, then transmitting that knowledge to their peers throughout the organization.

Simultaneously, Connecticut hospitals are strengthening infection prevention stewardship and holding one another accountable for ongoing improvement — a commitment that has translated into meaningful results. Recently released national data show Connecticut has achieved pronounced declines in *C. diff*, CLABSI, CAUTI, and MRSA infection rates, outperforming regional peers in several key measures.

Quality and patient safety remain a cornerstone of CHA’s mission. Through CHA, hospitals are propelling Connecticut healthcare into the future and elevating the standard of excellence that patients have come to expect everywhere they receive care.



STRENGTHENING SKILLS THROUGH EXPERT EDUCATION

In one year, more than 1,600 hospital leaders, clinicians, and healthcare professionals received education through 40 CHA programs

CHA delivers valuable expertise on key healthcare issues in flexible, accessible formats. Education offerings, including in-person, on-demand, and virtual sessions, are thoughtfully designed to provide unique insight into timely topics, deepen understanding of complex concepts, and equip hospital teams with tools to execute statewide initiatives.

As a reliable source of information in a dynamic healthcare landscape, CHA is the go-to educator on local and national regulatory updates. After Joint Commission announced a significant overhaul of its rigorous accreditation standards and certification process, CHA hosted a comprehensive in-person conference to review the changes and teach practical techniques to implement them. When Connecticut introduced plans to build a network of Mobile Integrated Healthcare (MIH) programs, CHA convened emergency medical services (EMS) personnel for presentations highlighting the widespread benefits of implementing the model in their municipalities.

Through targeted issue-based forums, CHA provides exclusive opportunities to tap into the knowledge of state officials and policy experts on the latest legislative activity and policy developments directly impacting hospitals, caregivers, and patients. This year's programs focused on the Nurse Licensure Compact, hospital visitation policies, medical diagnostic equipment accessibility for persons with disabilities, and probate court conservatorship.



CHA also continues to offer curricula tailored for career advancement and cultural competency, including the popular six-part *Essential Skills Every Leader Needs* series, which helps participants hone their leadership skills and acquire new ones.

CHA is refining and expanding offerings through the Parents Recovering from Opioid and Other Use Disorders (PROUD) education program, which is administered by CHA and funded by the Connecticut Department of Mental Health and Addiction Services (DMHAS). Sessions prioritize humility, dignity, and culturally responsive communication and teach caregivers about trauma-informed, equity-centered behavioral health treatment and the intersection of socioeconomic harm and substance use.

CHA education programming has served as a conduit to advance *HRO Forward*, launch the nation-leading *Connecticut Urgent Maternal Warning Signs Bracelet Initiative*, and coordinate doula-clinician collaboration forums in Fairfield County hospitals. CHA education brings these statewide quality, safety, and maternal health initiatives to life by bridging broad project goals with on-the-ground implementation guidance.

ChimeData

Over the past year, ChimeData has accelerated and expanded robust market intelligence resources and tools to supply hospitals and health systems with timely, reliable, accessible data and analytics. ChimeData is an invaluable asset to CHA members, continuously exploring new strategies to use data to drive real-world decisions.

ChimeData serves as a central hub for monitoring and interpreting hospital utilization. Through ChimeData, members can gauge individual hospital performance and compare results to peers across the state. The combination of capturing granular numbers and processing those data points into sophisticated, detailed dashboards allows healthcare teams to visualize emerging clinical trends and stratify populations across key metrics, including inpatient and outpatient volumes, diagnosis, payer mix, average length of stay, and more.

ChimeData continues to refine and evolve its automated daily census data to provide statewide analytics on discharge delays and other throughput issues, including in the emergency department (ED). For the second year, ChimeData collected, evaluated, and translated statewide ED boarding and crowding data into a comprehensive legislative report articulating the root causes of ED boarding. This year, ChimeData also delivered multiple presentations to legislative committees, state officials, and stakeholders



detailing hospitals' ongoing multiyear data collection effort for child/adolescent psychiatric ED utilization and inpatient bed capacity constraints.

ChimeData also provides critical inputs for statewide CHA initiatives, powering hospitals' cross-functional projects focused on improving community health and reducing preventable hospital readmissions. ChimeData is actively assisting and tracking Connecticut hospitals' implementation of Alliance for Innovation on Maternal Health (AIM) patient safety bundles, which address specific clinical conditions in perinatal patients. At the same time, ChimeData, in collaboration with CHA's quality and patient safety leaders, is conducting a high-level analysis of readmission patterns for patients with chronic conditions and the intersection with social drivers of health, pinpointing disparities and opportunities for targeted interventions.

These and other ChimeData findings are helping hospitals optimize operations within their control while informing evidence-based public health policy recommendations that offer systemic solutions.



ChimeNet

Keeping pace with rapidly evolving technology — reshaping how care is coordinated and information is protected — ChimeNet develops and deploys innovative solutions that support modern healthcare delivery. ChimeNet consistently meets the connectivity, reliability, and infrastructure demands of hospitals, healthcare entities, and other mission-critical organizations across Connecticut. Recognizing that cybersecurity and patient safety go hand-in-hand, ChimeNet is always prepared to address the distinct security and technical needs of Connecticut's healthcare providers, while extending the value and impact of these resources to clients across other sectors. From minimizing disruptions to providing peace of mind, ChimeNet ensures caregivers can concentrate on what matters most: delivering safe, high-quality care — while enabling all clients to operate securely, efficiently, and with confidence.

Through a robust, statewide network, ChimeNet enables secure, seamless communication across hospitals, health systems, and a growing range of non-healthcare organizations that depend on resilient, high-performance IT infrastructure. ChimeNet continues to upgrade and expand its offerings, including investments in data centers and state-of-the-art IT services, equipping members with the tools needed to adapt and thrive in a transforming healthcare environment.

KEYNOTE SPEAKER: DAVID POGUE



The go-to expert on innovative tech and science in a fast-changing world, David Pogue is a *New York Times* bestselling author, beloved *CBS Sunday Morning* correspondent, NOVA host on PBS, and *New York Times* contributor. Whether he's covering artificial intelligence (AI),

the future of technology in healthcare, autonomous vehicles, a post-robot world, or climate change, Pogue provides invaluable insights on how technology impacts our health, work, businesses, society, and connections with each other — now and into the future.

Pogue has been at the forefront of new and emerging tech trends for decades. For 13 years, he wrote the weekly tech column for the *New York Times*. For a decade, he wrote a monthly column for *Scientific American*. His work on *CBS Sunday Morning* has won him seven Emmy awards.

Pogue is one of the world's bestselling “how-to” authors, with more than 120 titles and 3 million copies in print. These include seven books in the *For Dummies* series, his New York Times bestselling *Pogue's Basics* series of essential tips and shortcuts, and the *Missing Manual* series of computer books. His 2021 book, *How to Prepare for Climate Change* (Simon & Schuster), provides practical advice on preparing for an era of extreme weather events and other climate-caused chaos, and his 600-page magnum opus *Apple: The First 50 Years* was published in March 2026.

Pogue brings expansive knowledge and an enlightened perspective on the state of science and technology today — and how it's shaping everyone's tomorrow.



CHA HEALTHCARE HEROES AWARD

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



YAW ADJEPONG, MD

Nocturnist
Gaylord Specialty
Healthcare



MELISSA ALPHONSE

Manager, Goldstone
Caregiver Center
Northwell Health's
Norwalk Hospital



**MIRANDA
BENCIVENGA**

Manager, Goldstone
Caregiver Center
Northwell Health's
Danbury Hospital



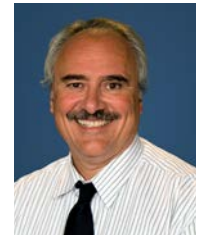
CAROL BORGER

Manager, Laboratory
Support Services
Griffin Health



BRIAN BYRNE, MD

Oncologist and Medical
Director of Quality and
Safety
The Hospital of Central
Connecticut



**ANTHONY
CHIEFFALO, MD**

Assistant Medical
Director, DKH Hospitalist
Program
Day Kimball Health



**CHRISTOPHER CONNER,
MD**

Neurosurgeon, Department of
Neurosurgery, UConn Health
Brain and Spine Institute
UConn John Dempsey
Hospital



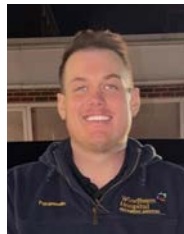
TOM FEDORA, RN

Rapid Response,
Intensive Care Unit,
Respiratory Support
Yale New Haven Hospital



**KRYSTIN
GAETANO, RN**

Medical-Corony
Intensive Care Unit
(MICU)
Bridgeport Hospital



BRADY GROTTON

Paramedic
Windham Hospital



SARA HEATH

Occupational Therapist,
Autism Center
Hospital for Special Care



SUSAN LONG

Assistant Nurse Manager
MidState Medical Center



VICTORIA MAHER

General Services
Associate, Environmental
Services Department
Bristol Health



JESSICA MANCARELLA

Trauma Program
Manager
Lawrence + Memorial
Hospital



JOSEPHINE MARCELLINO

Environmental Services
Associate
Charlotte Hungerford
Hospital



NICK MARZIALE

Director of Engineering
Hartford Hospital



ERIN MILLER

Manager, Radiology and
Respiratory Departments
Johnson Memorial Hospital



STEPHANIE NELSON

Clinical Director of Quality
and Patient Safety
Saint Mary's Hospital



TRUCHA NGUYEN

Pharmacist, Pharmacy
Middlesex Health



JAMES PALLETT, MD

Chief of Hospitalist
Medicine
Greenwich Hospital



DHANYA POULOSE

Director of Nursing
Manchester Memorial
Hospital



**MANUEL RODRIGUEZ,
JR.**

EVS Team Leader, Main OR
Saint Francis Hospital



**MARISOL RODRIGUEZ-
COLON**

Manager, Volunteer Services
Connecticut Children's



MEGHAN SALGADO

Occupational Therapist
Stamford Health



**BROOKE SULLIVAN,
PA**

Director of Advanced
Practice
St. Vincent's Medical
Center



CARLEY WARZECHA

Manager, Workforce
Development and
Volunteer Services
Backus Hospital



**HALEY WHEELER, MA,
CCC-SLP**

Speech-Language Pathologist
(SLP), Rehabilitation Services
Northwell Health's Sharon
Hospital



**EILEEN WOODS, RN,
MSN**

Outcomes Coordinator,
Quality Department
UConn Health Waterbury
Hospital

SERVICE IN PURSUIT OF EXCELLENCE AWARD

Grace Napolitan

The Connecticut Hospital Association (CHA) proudly recognizes Grace Napolitan as the recipient of the Service in Pursuit of Excellence Award in recognition of her extraordinary dedication, leadership, and service to healthcare in Connecticut.

Established in 2015 by the CHA Executive Committee, the Service in Pursuit of Excellence Award honors individuals who have demonstrated exceptional commitment to advancing the healthcare mission through leadership, innovation, quality improvement, patient safety, health equity, and service. Grace's remarkable career and contributions embody the spirit of this distinguished recognition.

Over 22 years of service to CHA, Grace has played an integral role in strengthening the association and supporting Connecticut hospitals and health systems. Since joining CHA in 2004, she has led a broad range of operational, administrative, and strategic



initiatives that helped advance the organization's mission and culture. Her leadership has spanned organization development, project management, strategic planning, communications support, internal quality initiatives, and oversight of the Human Resources, Facilities, and Education Services teams.

Known for her collaborative leadership style, thoughtful guidance, and unwavering professionalism, Grace has been a trusted advisor and respected colleague throughout the organization. Her commitment to

operational excellence and her ability to bring people together in pursuit of shared goals have had a lasting impact on CHA and the healthcare community it serves.

Beyond her many accomplishments, Grace has helped shape and strengthen CHA's culture through her mentorship, integrity, and dedication to supporting others. Her contributions have touched nearly every aspect of the organization and helped position CHA to continue advancing its strategic priorities in service to Connecticut healthcare.

CHA extends its deepest appreciation to Grace for her years of extraordinary service and congratulates her on this well-deserved recognition.

Before CHA...

Grace's 62-year career began as a junior high school teacher when she was a member of the Adrian Dominican nuns for 12 years. After completing her law degree, she spent the next 35 years in several manufacturing organizations, serving in a variety of assignments from in-house legal counsel, to Human Resources, strategic planning, and as Director of Manufacturing Operations for plants in Boston and Connecticut.



CONNECTICUT'S HOSPITAL COMMUNITY SERVICE AWARD

Backus and Windham Hospitals' Community Health Case Management Program

The Community Health Case Management Program, operated jointly by Hartford HealthCare's Backus and Windham Hospitals in the health system's East Region, is a community-based care coordination model that goes beyond traditional hospital boundaries by embedding a dedicated interdisciplinary team directly into the community.

This outreach program serves highly vulnerable populations, including individuals experiencing homelessness, seniors at risk of institutionalization, and historically underserved individuals facing complex social and medical barriers. Working in nonclinical settings, such as shelters, warming centers, senior housing complexes, soup kitchens, and senior centers, the team provides free basic health

screenings (blood pressure, A1c, cholesterol via CLIA certificate), intensive case management and chronic disease support, wound care and medication reconciliation, nutrition counseling, and linkage to housing, food, transportation, and behavioral health resources.

The Community Health Case Management Program is operated by a team of four, including a registered nurse (RN), licensed practical nurse (LPN), community health worker (CHW), and a registered dietician (RD). Since the program was established in January 2023, the clinicians have facilitated more than 2,000 in-person community encounters, fostered more than 100 connections to community organizations, and submitted more than 400 referrals to healthcare services.



Collaboration is central to the model. The team partners with local federally qualified health centers (FQHCs), action agencies, and community benefit organizations, and leverages Hartford HealthCare's telehealth services.

The Community Health Case Management Program makes care more accessible to vulnerable populations by meeting patients where they are — building a sustainable, high-impact bridge between hospital and community.



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

Yale New Haven Hospital's High-Risk Patient

MRSA Prevention Initiative

Through the High-Risk Patient MRSA Prevention Initiative, Yale New Haven Hospital improved patient care by redesigning how high-risk patients are identified and treated to prevent hospital-onset bloodstream infections, shifting from reactive, variable practices to a standardized, proactive, risk-based nasal treatment process guided and validated by externally reported data.

Hospital-onset methicillin-resistant *Staphylococcus aureus* (MRSA) bloodstream infections are associated with substantial morbidity, mortality, and cost. Despite adherence to established prevention strategies — such as hand hygiene, contact precautions, and chlorhexidine bathing — data revealed persistently elevated rates, signaling the need for a fundamental change in practice.

In response, a multidisciplinary team, including infection prevention, quality and safety, nursing leadership, supply chain, and executive sponsors, built and implemented a process focused on establishing early, consistent interventions based on patient risk

rather than relying on surveillance testing or post-colonization response.

High-risk populations were clearly defined, including critically ill patients, those with central venous access devices, patients receiving hemodialysis, burn patients, and additional cohorts as data matured. Nasal treatment strategies are now matched to patient risk, allowing escalation for select highest-risk patients while maintaining broader prevention measures for others.

The redesigned process was embedded directly into the hospital's routine clinical workflows and staff education. Automated patient identification and ordering minimized dependence on individual clinician recognition, while barcode scanning and medication administration record documentation supported consistent execution at the bedside.

Patients were educated on the purpose of nasal treatment and, when appropriate, engaged in self-application, improving acceptance while avoiding additional invasive testing. In oncology populations, where trust, comfort,

Yale NewHaven Health

Yale New Haven Hospital

and autonomy are central to care delivery, encouraging patients to be active participants was particularly well received.

This initiative resulted in measurable, sustained improvement in patient outcomes. At Yale New Haven Hospital, externally reported hospital-onset MRSA bloodstream infection rates declined from 0.61 to 0.36 per 10,000 patient days. Compliance with nasal treatment exceeded 80%, and patient engagement strategies reduced refusals over time.

The High-Risk Patient MRSA Prevention Initiative anticipates risk and prevents harm, reinforcing a culture of continuous improvement and reflecting high-reliability principles. By using data to drive a system-level process redesign and involving patients as partners in prevention, the hospital achieved demonstrable improvement in safety, reliability of care, and patient experience.

T. STEWART HAMILTON, MD, DISTINGUISHED SERVICE AWARD

John Murphy, MD

Congratulations to John Murphy, MD on an extraordinary legacy of leadership.

The Connecticut Hospital Association (CHA) proudly recognizes John Murphy, MD as the recipient of the prestigious T. Stewart Hamilton, MD, Distinguished Service Award, honoring his decades of leadership, advocacy, and service to healthcare in Connecticut.

Presented since 1970, the award recognizes individuals who have made significant and lasting contributions to healthcare through excellence in leadership, collaboration, innovation, advocacy, and service to the public. Dr. Murphy's distinguished career reflects the very spirit of the award.

Throughout more than 40 years in healthcare, including service as President and CEO of Nuvance Health, Dr. Murphy combined the perspective of a neurologist, clinician, and highly respected



Congratulations to Dr. John Murphy on an extraordinary legacy of leadership.

healthcare leader with a deep commitment to improving care for patients and communities across the state.

A valued and trusted member of the CHA Board since 2011, Dr. Murphy served as Chairman of the Committee on Patient Care Quality

from 2014 to 2018, Chairman of the CHA Board from 2018 to 2021, and as a longtime member of the Executive Committee. His leadership helped advance statewide initiatives focused on high reliability, transparent hospital quality reporting, and collaborative efforts to improve healthcare-associated infection performance across Connecticut hospitals.

Dr. Murphy also helped lead Connecticut hospitals through some of the most challenging moments in recent history, including the finalization of the historic hospital tax settlement and the unprecedented demands of the COVID-19 pandemic. Throughout his service, he consistently brought thought leadership, collaboration, and an unwavering focus on what was best for patients, caregivers, and communities.

CHA is honored to recognize Dr. Murphy for his extraordinary leadership, enduring service, and lasting contributions to healthcare in Connecticut.



WITH GRATITUDE AND BEST WISHES TO RETIRING LEADERS

CHA celebrates these individuals for their outstanding contributions to healthcare and decades of leadership and service.

Thomas J. Balczak, MD, MPH



As Executive Vice President and Chief Clinical Officer for Yale New Haven Health, Dr.

Balczak played

a key role in advancing high reliability, patient-centered care, and clinical excellence across the health system.

Throughout his career, Dr. Balczak held numerous leadership positions at Yale New Haven Health, including Chief Quality Officer and Chief Medical Officer, while also serving as an educator and mentor to many.

His impact also extended statewide through years of dedicated service with CHA, including service on the Board of Trustees and leadership roles focused on patient care quality and the elimination of harm.

Richard Lisitano



Rich Lisitano spent nearly 30 years with Yale New Haven Health, beginning his career in 1996 as Director of

Pharmacy at Yale New Haven Hospital. Most recently serving as President of Lawrence + Memorial Healthcare and Executive Vice President of Yale New Haven Health, Rich helped guide strategic growth and operational excellence across the organization. His leadership supported expansion of clinical services, integration across campuses, and systemwide initiatives to strengthen care delivery and patient experience.

Throughout his career, Rich remained deeply committed to supporting healthcare teams and the communities they serve.

Ena Williams, PhD, RN



Ena Williams joined Yale New Haven Hospital in 1992 as a staff nurse in perioperative services and rose

through the organization to become Senior Vice President and Chief Nurse Executive for Yale New Haven Health. Throughout her career, she championed nursing excellence, workforce development, and compassionate, high-quality care.

Ena also made meaningful contributions through her service with CHA, including serving on the Board of Trustees from 2018 to 2024 and participating in multiple committees and work groups. Nationally, she served as President of the American Organization for Nursing Leadership and was recognized as a Fellow of the American Academy of Nursing.

CHA thanks Tom, Rich, and Ena for their lasting impact on Connecticut healthcare and wishes them well in retirement.

CHA CONGRATULATES YALE NEW HAVEN HOSPITAL ON ITS 200TH ANNIVERSARY

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	Pamela Sutton-Wallace , President, Yale New Haven Health	1-year term
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Congratulations Jeffrey Flaks



We congratulate Jeffrey A. Flaks, President and CEO of Hartford HealthCare, on being named Chair of the Connecticut Hospital Association.

Nationally recognized for his transformational leadership in healthcare, Jeff continues to set the standard with his visionary approach, commitment to colleagues, advancing innovation, and unwavering dedication to strengthening our communities.



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We proudly congratulate John Murphy, MD, on being honored with the Connecticut Hospital Association's T. Stewart Hamilton, MD, Distinguished Service Award.

This well-deserved recognition reflects Dr. Murphy's extraordinary dedication, leadership, and lasting impact on the patients and communities he has served throughout his career.



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**Congratulations to all the winners being honored at the
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Honoring Terri DiPietro in Retirement

Thank you, Terri, for your many years of service and contributions to CHA

For 34 years, Terri DiPietro has strengthened behavioral health services and community partnerships across Middlesex County and statewide, creating lasting impact through collaboration, leadership, advocacy, and compassionate support for patients and families.



Congratulations to the AHA Grassroots Champion



Donna Handley
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YaleNewHaven**Health**

Congratulations to our award-winning team

Yale New Haven Health salutes our infection prevention team at Yale New Haven Hospital for receiving the prestigious 2026 John D. Thompson Award for their standardized nasal treatment initiative and the staff being honored as Healthcare Heroes who put the care of their patients first, every day. A special thanks to the following individuals:

John D. Thompson Award Winner

Yale New Haven Hospital Infection Prevention

Donna Nucci, RN

Jennifer Sather, RN

Jeff Topal, MD

Healthcare Heroes

Bridgeport Hospital:

Krystin Gaetano, RN, Medical-Coronary Intensive Care Unit

Greenwich Hospital:

James Pallett, MD, Chief of Hospitalist Medicine

Lawrence + Memorial Hospital:

Jessica Mancarella, Trauma Program Manager

Yale New Haven Hospital:

Tom Fedora, RN, Rapid Response, Intensive Care Unit, Respiratory Support



Congratulations

Congratulations to Hartford HealthCare's East Region Community Health team for earning the 2026 Connecticut's Hospital Community Service Award for their Community Health Case Management Program. This outreach program serves highly vulnerable populations and historically underserved individuals throughout eastern Connecticut facing complex social and medical barriers.

Hartford HealthCare salutes all Connecticut Hospital Association award recipients as we work together for stronger, healthier communities.





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Congratulations

Hartford HealthCare proudly congratulates our **Connecticut Hospital Association Healthcare Heroes Award** winners, exceptional caregivers whose compassion, innovation, and dedication make a lasting difference for patients and communities across our state.

Carley Warzecha, Backus Hospital

Brian Byrne, MD, The Hospital of Central Connecticut

Nick Marziale, Hartford Hospital

Josephine Marcellino, Charlotte Hungerford Hospital

Dhanya Poulouse, Manchester Memorial Hospital

Susan Long, MidState Medical Center

Brooke Sullivan, PA, St. Vincent's Medical Center

Brady Grotton, Windham Hospital

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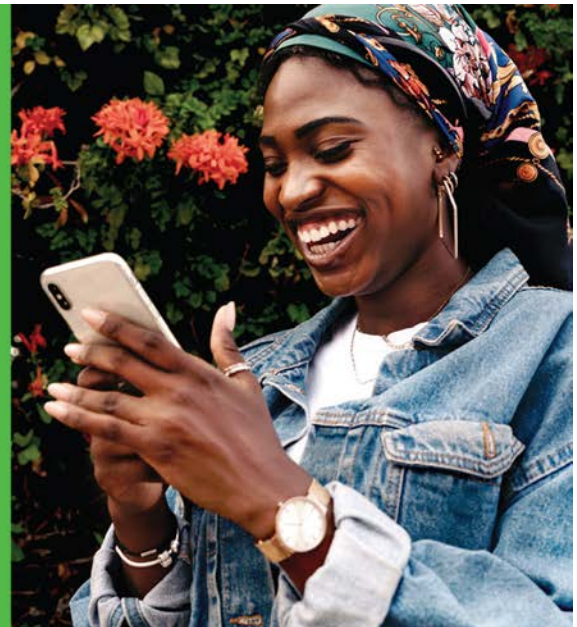
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