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On Thursday, March 22, CHA hosted a day of conferences that offered strategies for improving outcomes and providing more compassionate care for mothers and babies with Neonatal Abstinence Syndrome (NAS), and that examined the various ways that drug addiction harms individuals, families, and society.

The day began with the *Connecticut Perinatal Quality Collaborative (CPQC) Neonatal Abstinence Syndrome Conference*, which featured a keynote presentation, "From the Womb to Infancy: Social Connectedness in the Context of Recovery," by Marilyn Sanders, MD, Attending Neonatologist, Connecticut Children's Medical Center, Professor of Pediatrics, University of Connecticut School of Medicine.

Dr. Sanders, who is the Co-Chairperson of the CPQC, focused her presentation on the importance of creating an atmosphere of safety in the hospital that allows mothers with substance use disorders to be present for their babies, and that encourages attachment between a mother and her infant. Dr. Sanders emphasized that humans need to feel safe before they can form healthy attachments.

"We recognize that most of these individuals have had significant trauma in their lives," said Dr. Sanders. "How can we keep people in an arena of safety while they're in the hospital? The foundation for future relationships is the attachment you have with your adult, or parent, as an infant."

Dr. Sanders said that letting go of the historical model of care for new mothers with substance use disorders, which kept babies separated from their mothers, is a crucial step toward encouraging these attachments. New models of care, which allow for intensive parenting in the hospital by the mother and fewer narcotics for babies with NAS, are already producing positive results in this patient population, she said.



The CPQC conference also included a presentation by Christopher Morosky, MD, Associate Professor, Clerkship Director, Department of Obstetrics and Gynecology, UConn John Dempsey Hospital and UConn School of Medicine, and Jonathan Allen, MD, Chief of Psychiatry, MidState Medical Center. Dr. Morosky is the other Co-Chairperson of the CPQC, which works to promote high quality maternal and newborn care across the continuum.

Dr. Morosky focused his remarks on developing an approach to compassionate care for women with opioid use disorder in pregnancy and a shared decision-making approach to the prescription of opiates for women following delivery. Dr. Allen spoke about The American College of Obstetricians and Gynecologists (ACOG) recommendations on opioid use and opioid use disorder in pregnancy. He also discussed the importance of identifying strategies for screening and intervening with pregnant opioid-dependent women, and understanding the role of Medication Assisted Treatment (MAT) in treating substance use disorder in pregnancy.

The afternoon conference, *Responding to the Opioid Epidemic*, featured a keynote presentation by Claudia Burchett, RN, Vice President of Patient Services and Chief Nursing Officer of Southern Ohio Medical Center, who told a heart-wrenching personal story about her loss of two daughters from opioid overdoses. Ms. Burchett, who has 38 years of nursing experience and is Co-Chairperson of the Ohio Hospital Association (OHA) Opiate Response Initiative, said people must face painful realities about substance abuse before they can help those who are suffering from addiction.

The conference also included a presentation by M. Irfan Munawar, MD, Saint Francis Hospital and Medical Center, who discussed the complex interplay between different brain regions involved in addiction, and by C. Steven Wolf, MD, FACEP, Chairman, Department of Emergency Medicine, Saint Francis Hospital and Medical Center, Assistant Professor, Emergency Medicine, University of Connecticut School of Medicine, Quinnipiac University Frank H. Netter School of Medicine. Dr. Wolf reviewed the history of the opioid epidemic, and described the toll it has taken on the population. He also discussed medication-assisted treatment (MAT) and Emergency Department cooperation across the continuum of treatment.



Connecticut Hospitals and Health Systems Contribute \$27.7 Billion to State's Economy



Connecticut hospitals and health systems anchors of the healthcare sector – one of the largest and most important sectors in the state. In 2016, Connecticut hospitals and health systems contributed \$27.7 billion to the state and local economies, according to the [2018 Economic Impact Report](#).

“Connecticut hospitals and health systems are often the largest employers in their communities,” said Jennifer Jackson, CEO, CHA. “They employ 104,000 people in Connecticut, which generates more jobs outside the hospitals, for a total of 207,000 Connecticut jobs created by hospitals and health systems.”

In addition to jobs, hospital and health system spending generates economic activity in communities throughout our state. In 2016, Connecticut’s hospitals and health systems generated \$15.4 billion in annual local payroll, \$10.6 billion in spending on goods and services, and \$1.7 billion in capital spending.

“By investing in the future of Connecticut’s hospitals and health systems, we will strengthen our healthcare system and our economy, put people to work, and deliver affordable care that Connecticut families deserve,”

said Ms. Jackson.

Connecticut Hospitals Invest \$1.7 Billion in Community Benefit Initiatives



The positive impact of Connecticut hospitals extends far beyond the essential medical care they provide. In addition to serving patients in their time of need, these dynamic, complex organizations are working proactively to strengthen Connecticut communities. The Connecticut Hospital Association’s [2018 Community Benefit Report](#) shows that in 2016, Connecticut hospitals provided more than 12 million services to individuals and families at a cost of \$1.7 billion — that’s 15.4 percent of total hospital revenue.

“Connecticut hospitals are dedicated not only to healing the sick, but to helping Connecticut residents stay healthy,” said Jennifer Jackson, CEO, CHA. “Connecticut hospitals are addressing social determinants of health and improving health equity. They are offering outreach and support services for chronic conditions, free medical screenings in the community, and many other programs targeted to meet specific community needs.”

In 2016, Connecticut hospitals benefitted their communities in many ways.

- \$671.6 million: Unpaid government-sponsored healthcare (Medicaid)
- \$793.2 million: Unpaid government-sponsored healthcare (Medicare)
- \$199.7 million: Uncompensated care: Charity care/bad debt to provide services for those who cannot pay
- \$30.9 million: Community services to improve the health of the community
- \$8 million: Research and other programs to advance healthcare for patients and the community
- \$15.3 million: Donations to help support community organizations
- \$5.1 million: Community building to create stronger, healthier communities
- \$9.1 million: Subsidized health services* to provide care needed by the community

* Most subsidized health services funds are reflected in the “unpaid costs of government programs” numbers.

Health Quest and Western Connecticut Health Network to Form New Healthcare System



Two healthcare systems that serve residents in New York and Connecticut are about to combine to create a new innovative health system.

[Health Quest Systems](#) and [Western Connecticut Health Network](#) have entered into an agreement to create a new health system to provide community members across the Hudson Valley of New York and western Connecticut with more convenient, accessible, and affordable care.

Health Quest is a four-hospital system based in LaGrangeville, New York.

The combined system will serve 1.5 million residents across the two states and include seven hospitals, in addition to 2,600 aligned physicians and more than 12,000 employees across a full continuum of care. Projected combined revenues of the system are \$2.4 billion.

“Sharing similar missions and values, our organizations are uniting to create an expanded, patient-centered health system that accelerates the change from sick-care to wellness” said John Murphy, MD, President and CEO of WCHN. “We will remain cornerstones in our communities dedicated to providing compassionate, high-quality care and will have the depth, breadth, and talent to advance the health and well-being of those we serve.”

“By joining together, we will expand our reach and enhance our position in today’s consumer-driven environment, helping people optimize their health, prevent disease, and manage chronic conditions,” said Robert Friedberg, President and CEO of Health Quest. “The combined health system will help bring new programs and services to our communities.”

As is customary, the combination of the two systems requires approval from multiple governmental entities. After receiving all necessary approvals, the new organization is expected to launch sometime in 2019. Until then, both organizations will continue to operate as

independent entities. For now, the systems and hospitals will retain their names, and corporate offices will be maintained in Connecticut and New York.



Once approved, Dr. Murphy will serve as CEO of the newly combined organization and Mr. Friedberg will serve as President. The new system Board of Directors will have equal representation — eight members from Health Quest's board and eight members from WCHN's board.

The new system will remain a not-for-profit and carry forward its commitment to community health and wellness. Most importantly, it will continue to provide care to anyone who walks through its doors regardless of their ability to pay.

It is further expected that the combined system will enhance quality, population health, accountable care, telehealth, medical education, and the use of data analytics to enhance patient outcomes.

"The new network will help sustain our commitment to provide affordable, quality care people need at locations they can easily access. For our patients, it will mean greater access to specialists and treatment options — close to home. New programs and services will be introduced over time, and new specialty physicians recruited to ensure that members of our communities have necessary services and do not need to leave the area for healthcare," Dr. Murphy said.

"As a nonprofit organization, we will continue to reinvest into our system to fund new clinical programs and services, facilities, advanced technology, new equipment and research — all to benefit our communities," Mr. Friedberg said.

Hear more from Dr. Murphy and Mr. Friedberg in this short [video](#).

Hartford HealthCare Signs Letter of Intent to Acquire St. Vincent's Medical Center



Ascension and St. Vincent's Medical Center in Bridgeport have signed a non-binding letter of intent with Hartford HealthCare for Hartford to acquire St. Vincent's and all of its related operations.

St. Vincent's, with more than 3,200 employees, includes a licensed 473-bed community teaching hospital, a 76-bed inpatient psychiatric facility in Westport, a large multispecialty provider group, and St. Vincent's Special Needs Services.

If the transaction is completed, Hartford HealthCare would continue to operate St. Vincent's in compliance with Catholic traditions. The transaction would not include St. Vincent's College or other mutually agreed upon assets.

"Our goal, in coordination with the Board of St. Vincent's, has been to position St. Vincent's so its associates, physicians, and volunteers can continue to provide safe, high-quality healthcare to the Bridgeport and Fairfield County community," said Patricia A. Maryland, DrPH, Executive Vice President of Ascension and President and Chief Executive Officer of Ascension Healthcare. "In our rapidly evolving healthcare environment, healthcare providers have a greater opportunity to successfully serve individuals and communities by working in clinically integrated systems of care. And Hartford HealthCare is Connecticut's most comprehensive healthcare network."

Hartford HealthCare, a fully integrated health system with more than 19,000 employees, includes acute care hospitals, a behavioral health network, a large multispecialty physician group, a regional home care system, an array of senior care services, a physical therapy and rehabilitation network, and an accountable care organization.



"Hartford HealthCare would be privileged to partner with the people of St. Vincent's, who have done so much for their communities," said Elliot Joseph, Chief Executive Officer of Hartford HealthCare. "Together, we can provide even broader access to St. Vincent's excellent care to residents of Fairfield County."

The two organizations have a common vision of being most trusted for the care they provide and for meeting the healthcare needs of the community.

"Importantly, Hartford HealthCare's mission, vision, and values are compatible with those of Ascension and St. Vincent's," said Dawn Rudolph, President and CEO, St. Vincent's. "We are looking forward to reaching an agreement that reaffirms our commitment to serving the Fairfield County community. During this time, we know that all of our associates, physicians, and volunteers remain committed to delivering the same type of safe, compassionate, personalized care our community has come to expect."

The completion of the transaction is subject to due diligence and receipt of all applicable governmental approvals.

Reginald Eadie Begins Tenure as President and CEO of Trinity Health Of New England

Reginald J. Eadie, MD, has officially taken the reins as President and Chief Executive Officer of Trinity Health Of New England. Named to the position in January, Dr. Eadie succeeds Roger Spoelman, who served in an interim capacity since the prior President and CEO, Christopher Dadlez, stepped down at the end of 2017.

"Dr. Eadie is a well-respected, pragmatic healthcare leader with extensive experience in managing complex hospital operations, as well as expertise in clinical integration and transformation," said Kevin J. O'Connor, Chair, Board of Directors, Trinity Health Of New England. "We are confident his talents will not only support the advances we have already made around strategic alignment and integration, but will also help us accelerate efforts to reach new levels of service to our community through the delivery of people-centered care."



"We are pleased to welcome Dr. Eadie to our team at Trinity Health Of New England," said Benjamin Carter, Executive Vice President, Trinity Health. "Dr. Eadie demonstrates a strong commitment to the mission and core values of Trinity Health Of New England and Trinity Health. We look forward to Dr. Eadie's contributions; we are certain he will become an important asset to our entire healthcare ministry."

Board-certified in Emergency Medicine, Dr. Eadie has 20 years of healthcare experience that includes numerous leadership roles, such as Chief Executive Officer, Chief Operating Officer, and Chief Medical Officer. He most recently served as Senior Vice President and Regional Chief Operating Officer at Detroit Medical Center (DMC), a \$2 billion regional academic healthcare system comprising seven hospitals and two Michigan universities. Prior to this position, he served as President and Chief Executive Officer for three hospitals within the DMC system and as Chief Medical Officer for DMC's Harper University and Hutzel Women's Hospitals, where he is credited with achieving full integration of the three hospitals, implementing a LEAN management system, and increasing the hospital market share through improvements in physician satisfaction.

A native of Detroit and a published author on the topic of obesity, Dr. Eadie received his medical degree from Wayne State University School of Medicine. He also holds an Executive Master in Business Administration from Michigan State University's Eli Broad College of Business. He has been named among the "100 Physician Leaders to Know" by Becker's Hospital Review. Dr. Eadie is the recipient of numerous professional awards including the Mid-America Health Operating Margin Improvement Award and the Michigan Secretary of State's "Shining Star" Award. Additionally, Dr. Eadie serves as Board Chair of the American Heart Association.

"It is a great honor to begin this new partnership with our colleagues throughout Trinity Health Of New England," said Dr. Eadie. "Working together, we will further our commitment to excellence by ensuring that those entrusted to us are safe, well-cared for, and treated with the utmost respect at all times, and further our vision for improving the health of our community and each person we serve."

Education Updates

Lean Principles: Process Flow and Value Stream Mapping in Healthcare

Session 1: Monday, April 9, 2018

Session 2: Monday, April 16, 2018

9:00 a.m. - 2:00 p.m.

[View Brochure](#) | [Event Registration](#)

As the demands of health reform drive change in all areas of healthcare delivery, hospital leaders are focused on transforming their organizations through strategies that simultaneously increase revenue and sharply reduce costs. Lean principles offer leaders a management system and methodology that improves team engagement, eliminates road blocks, and allows hospitals to improve the quality of care for patients by reducing errors and waste streams, including wait times. It is a systematic approach to reducing costs and risks, while simultaneously setting the stage for growth and expansion.

Please note: This is a two-session program. Participants should attend both sessions.

2018 CHA Patient Safety Summit

Tuesday, April 10, 2018

9:00 a.m. - 4:15 p.m.

[View Brochure](#) | [Event Registration](#)

CHA's 16th annual Patient Safety Summit, co-sponsored with Qualidigm and the Connecticut Association of Healthcare Executives, will focus on developing strategies and processes to change care statewide.

Representatives from Christiana Care Health System, recipient of the John M. Eisenberg Patient Safety and Quality Award for Innovation of Patient Safety and Quality at the Local Level, will provide the keynote presentation, and Charisse Coulombe will discuss national improvement strategies.

In the afternoon, Tim McDonald, MD, JD, and Melinda Van Niel will talk about successful implementations of disclosure, apology, and early resolution programs.

Managing the Operating Budget

Tuesday, April 24, 2018

9:00 a.m. - 3:00 p.m.

[View Brochure](#) | [Event Registration](#)

In today's healthcare environment, resources are limited. Managers must understand revenue and costs behavior, how to analyze their departmental performance, and how to modify performance to achieve their budgeted operational and financial objectives. This day-long program—part two of a two-part series introduced in April 2017—will introduce managers to a variety of analytic tools (revenue and spending analysis, volume adjusted variance analysis, work process and root cause analysis, revenue and expense forecasting) as well as a number of strategies to improve revenue and expense performance.

Financial Analysis Tools for Managers

Wednesday, April 25, 2018

9:00 a.m. - 3:00 p.m.

[View Brochure](#) | [Event Registration](#)

What is the potential financial impact of a new initiative or a new technology? How can the financial impact be determined? Why is departmental supply spending so much higher than last year? Does it make sense to staff a critical vacancy with agency staff? Is the employment of clinical pharmacists, intensivists or hospitalists financially sound?

What are the best ways to develop answers to these questions? This program provides managers and clinicians with tools they can use to answer these and other questions about current performance and opportunities they are considering.

HIIN Health Equity: Developing Effective Partnerships to Address Social Determinants of Health

Friday, April 27, 2018

9:00 a.m. - 3:30 p.m.

[View Brochure](#) | [Event Registration](#)

Hospitals are forging collaborative relationships with key community partners to improve care and achieve health equity. Partnerships between hospitals and community-based organizations are central to addressing the social determinants of health linked with effective healthcare and improved patient outcomes. In this workshop, Collaborative Consulting, a specialist consultancy with expertise in partnership development between healthcare and communities, will provide information on models and strategies for effective hospital/community based-organization partnerships.

This program is being offered under the Hospital Improvement Innovation Network (HIIN), a CMS national initiative aimed at advancing patient and family engagement and reducing events of preventable patient harm.

An Expert's Guide to Reducing Hospital Readmissions

Tuesday, May 1, 2018

9:00 a.m. - 3:00 p.m.

[View Brochure](#) | [Event Registration](#)

Hospitals around the country, including those in Connecticut, are still struggling to decrease hospital readmissions. Amy Boutwell, MD, President, Collaborative Healthcare Strategies, will present data-informed and root cause analysis-driven strategies to reduce readmissions, and implementation experience from local, state, and national efforts to reduce readmissions.

This program is being offered under the Hospital Improvement Innovation Network (HIIN), a CMS national initiative aimed at advancing patient and family engagement and reducing events of preventable patient harm.

Transitioning From Staff to Management: What's Next?

Thursday, May 3, 2018

8 :30 a.m. - 3:30 p.m.

[View Brochure](#) | [Event Registration](#)

Problem solving, critical thinking, and decision making skills must keep pace with the ever-changing healthcare environment. This is the second course in a two-part program and provides additional development for all managers—those who are new to the role and those who want to improve their skills.

Leading in Turbulent Times

Friday, May 4, 2018

9:00 a.m. - 3:00 p.m.

[View Brochure](#) | [Event Registration](#)

The scope and pace of change in healthcare is unrelenting. Turbulent times is synonymous with VUCA, an acronym that describes an environment that is Volatile, Uncertain, Complex, and Ambiguous—a military term that was created during the Cold War and reused during the Middle East conflicts. Healthcare fits the description perfectly—and as the landscape continues to evolve, learning the strategies and principles of VUCA Leadership will enhance focus and agility. This workshop will blend didactic and experiential material, giving leaders practical tools to engage their employees in shaping organizational culture and achieving outcomes that drive operational excellence.

A Closer Look at Asthma: Innovation and Strategies for the Future

Thursday, May 10, 2018

9:00 AM - 3:00 PM

[View Brochure](#) | [Event Registration](#)

Elizabeth Cotton Matsui, MD, will be the keynote speaker for the upcoming asthma conference. The conference will feature sessions focused on innovation and strategies for community partnerships to improve asthma care and outcomes.

Dr. Matsui, Professor of Pediatrics at Johns Hopkins University School of Medicine, is a leading international expert on environmental allergies and asthma. This day-long conference is being offered through the collaboration of CHA's Connecticut Asthma Initiative and the

Connecticut State Department of Public Health's Asthma Program.

