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**CHA Meets With U.S. Department of Health and Human Services Leader**



On July 7, Rachel Kaprielian, Regional Director, U.S. Department of Health and Human Services (HHS) Region One, met with the CHA leadership team to discuss healthcare issues in Connecticut. Topics discussed included Connecticut hospitals' success in bringing mental health to the forefront of public policy, ways to make data more actionable to improve health outcomes and care across the continuum, ways in which Connecticut hospitals are furthering cultural competency, and how they can partner with HHS to provide access, lower costs, and improve the quality of healthcare delivered in the state.

Ms. Kaprielian was appointed Region One Director on March 25, 2015 by HHS Secretary Sylvia Burwell. Prior to her appointment, Ms. Kaprielian served as the Secretary of the Executive Office of Labor and Workforce Development and the Registrar of the Massachusetts Registry of Motor Vehicles – both during the administration of Massachusetts Governor Deval Patrick. Prior to those appointments, Ms. Kaprielian was a six-term member of the Massachusetts General Court, representing the cities of Watertown and Cambridge in the House of Representatives.

CHA welcomes the opportunity to work with Ms. Kaprielian and her staff on issues impacting the delivery of care in Connecticut.

**Bristol Hospital is Granted Magnet Recognition**



On July 14, Bristol Hospital announced that it was granted Magnet® recognition by the American Nurses Credentialing Center's (ANCC) Magnet Recognition Program®, which ensures that rigorous standards for nursing excellence are met.

"This is one of the most significant recognitions in the 94-year history of Bristol Hospital," said Kurt A. Barwis, FACHE, President and CEO of Bristol Hospital and Health Care Group Inc. "Achieving Magnet status is proof of our relentless pursuit of excellence in nursing and all areas of the hospital. The ANCC model is well-aligned with our culture and value-based leadership principles, so we knew that this accomplishment was well within our reach."

Sheila Kempf, RN, PhD, Senior Vice President of Patient Care Services and Chief Nursing Officer, led the Magnet journey following the decision of the Bristol Hospital Board of Directors and its Quality Committee to pursue the Magnet designation about three years ago. "We are extremely grateful for the Board of Directors for their support in pursuing this lofty goal," Dr. Kempf said. "The Bristol Hospital Nursing Department's shared governance model—which includes the Nursing Executive Council, the Professional Practice Council, and the Unit-Based Practice Councils—also played a key role in making the Magnet designation a reality," she said.

Magnet designation is the highest recognition an organization can receive for nursing care as established by the ANCC, a division of the American Nurses Association. This award recognizes healthcare organizations that provide the very best in nursing care and uphold the tradition of professional nursing practice. Bristol Hospital joins three other Magnet hospitals in Connecticut: Middlesex Hospital, St. Vincent's Medical Center, and Yale-New Haven Hospital.

**L+M Healthcare, Yale New Haven Health System Announce Affiliation Agreement**



*Bruce Cummings, President and CEO of L+M Healthcare; Marna P. Borgstrom, President and CEO, Yale New Haven Health and CEO, Yale-New Haven Hospital; and Alan Hunter, Chairman of the Board of Directors, L+M Healthcare*

On July 15, L+M Healthcare (L+M) and Yale New Haven Health System (YNHHS) announced they have approved a definitive agreement to affiliate, pending regulatory approval. L+M Healthcare is the parent organization of Lawrence + Memorial Hospital, Westerly Hospital, L+M Medical Group, and the Visiting Nurse Association of Southeastern Connecticut (VNASC).

The definitive agreement, approved by both Boards of Directors, is based on the mutual belief that an affiliation would enhance healthcare quality, access, and efficiency. Under the agreement, L+M Healthcare will become a corporate member of YNHHS, joining Bridgeport, Greenwich, and Yale-New Haven Hospitals as a full member of the System. This is the first hospital to join YNHHS since 1998.

"Yale New Haven is the obvious choice for a partnership for L+M," said Bruce Cummings, President and CEO of L+M Healthcare. "This affiliation will provide us with the clinical depth and resources we need to grow and serve our patients and will respect our role as a vibrant community-based hospital system."

"YNHHS and L+M have a longstanding relationship and share strong clinical partnerships that have truly benefitted the patients we both serve," said Marna P. Borgstrom, President and CEO, Yale New Haven Health and CEO, Yale-New Haven Hospital. "We are very enthusiastic about an affiliation with L+M because we firmly believe that it will help both health systems continue to succeed in this rapidly evolving environment."

The affiliation will deliver sophisticated care across a wide spectrum of primary and specialty services in multiple locations and position the organizations to manage population health initiatives. The unified health systems will form an integrated delivery network for the entire region that will be positioned to manage the changes inherent in today's healthcare reform.

"This is an important step for Lawrence + Memorial Healthcare and we are confident that our decision to affiliate with a nationally

recognized, patient-centered organization like Yale New Haven is the right move," said Alan Hunter, Chair of the Board, L+M Healthcare. "Given the inherent complexity of our current environment, our longstanding clinical history and our shared vision and values, we are very excited about the possibilities inherent in this partnership."

As part of the affiliation, Yale New Haven Health System will invest \$300 million in eastern Connecticut and western Rhode Island, including clinical investments in areas such as primary care, OB/maternity services, orthopedics, neurosurgery, maternal-fetal medicine, vascular, neurology/stroke, endocrine medicine, and psychiatry. Additionally, the Epic electronic medical record system will be implemented throughout the L+M Healthcare system, providing easier access to critical medical information and creating enhanced data sharing for local providers.

Under the specifics of the agreement, the Lawrence + Memorial Medical Group will become part of Yale New Haven Health's Northeast Medical Group (NEMG). All current labor contracts with Lawrence + Memorial Hospital, the VNASC, and Westerly Hospital will remain in effect. L+M and Westerly Hospitals will maintain their community-based boards of trustees.

With the endorsement of the respective Boards, the full regulatory approval process in both Connecticut and Rhode Island will be initiated within the next several weeks. The affiliation will require review and approval by state and federal agencies.

### Day Kimball Healthcare and Hartford HealthCare Explore Affiliation



On July 16, Day Kimball Healthcare (DKH) and Hartford HealthCare (HHC) announced that they are exploring a strategic partnership that could lead to a formal affiliation.

The Day Kimball Healthcare Board of Directors voted to begin the process by authorizing a non-binding Letter of Intent with Hartford HealthCare, which allows the two organizations to work together to outline the terms of the proposed affiliation. The process is expected to take several months.

Initially, the two systems will enter into a series of management services agreements that will allow HHC to provide management support for select operations determined by DKH. These agreements will offer economies of scale to help DKH reduce its cost structure.

In addition, the two organizations will participate in initiatives to enhance quality, safety, and value-based arrangements that will benefit patients served by both healthcare systems. These agreements and partnerships will take place as the two organizations work to consider a formal integration.

During this time, DKH and its physicians will have the opportunity to participate in HHC's Integrated Care Partners (ICP) organization, a physician-led community of providers dedicated to improving the coordination of care and patient outcomes. ICP member providers use evidence-based medicine protocols; forge partnerships with health plans, employers, and providers; and provide services to improve the health of the populations they serve.

"At Day Kimball Healthcare, our mission has always been, and continues to be, to keep the people of Northeast Connecticut healthy," said Robert Smanik, FACHE, DKH President and Chief Executive Officer. "To fulfill that mission, we have been proactive and innovative in meeting the challenges of a rapidly changing healthcare environment, integrating services across our network to provide efficient and coordinated patient-centered care. We see a potential affiliation with Hartford HealthCare as important to continuing that mission."

Mr. Smanik explained that as DKH and HHC engage in the affiliation review process, there was an immediate opportunity to partner with HHC to work together on continued operational improvements at DKH, with a focus on quality and safety, physician recruitment efforts, and the creation of more efficient services for the Northeast Connecticut region.

The affiliation review process will involve input and communication with key DKH stakeholders — employees, members of the medical staff, board members, corporators, volunteers, government and community leaders, donors, and other community members, Mr. Smanik said.

"An affiliation with HHC would provide DKH clinicians and patients with access to HHC's key system-wide healthcare service lines," Mr. Smanik added. These include cancer care, orthopedics, behavioral health, cardiology, stroke treatment, outpatient services, and neuroscience. "Conversely, DKH, with our unique background in rural health, will work with HHC as it continues to focus on population health improvement."

"Hartford HealthCare provides consistently excellent and well-coordinated care to patients across Connecticut. As a full member of Hartford HealthCare, DKH would bring to our system its considerable expertise and experience in providing integrated medical services in the northeast area of the state as well," said Elliot Joseph, President and Chief Executive Officer of Hartford HealthCare.

"This would be a significant partnership and we look forward to working with Day Kimball Healthcare as we go through the review process," Mr. Joseph added.

"Meanwhile, our immediate collaboration is important for patients in Connecticut's Quiet Corner, because it means they will have access to a more comprehensive system to meet their healthcare needs close to home."

The signing of a Letter of Intent is the first step before an affiliation can be created. Both organizations will perform due diligence to determine if an affiliation would be in the best interest of those served by both organizations. If there is agreement to move forward, a Definitive Agreement would be created. This would require the approval of the two organizations' respective governing boards, and regulatory approval by appropriate government agencies.

"Day Kimball Healthcare and Hartford HealthCare share similar missions and values, which makes this a good fit," said Joseph Adiletta, DKH's Board Chairman. "In today's challenging financial environment, we know that healthcare organizations are more likely to thrive when they create new ways to work together."

### Norman Roth Appointed President of Greenwich Hospital



Norman G. Roth has been named President of Greenwich Hospital and Executive Vice President of the Yale New Haven Health System (YNHHS).

Mr. Roth was appointed Interim President of Greenwich Hospital on January 1, 2015 after serving as the Hospital's Interim Chief Operating Officer (COO) since August 2014. Prior to that, he served as the COO at



Bridgeport Hospital from 2011 to 2014. Mr. Roth has been a part of the Yale New Haven Health System for more than 35 years, joining Yale-New Haven Hospital in 1979 as the Administrative Director for Emergency Services.

"Norman brings exceptional experience in the healthcare field and has been a champion for the patient throughout his stand-out career within our Health System," said Marna P. Borgstrom, President and CEO of Yale New Haven Health System. "We are delighted that he has accepted our offer to serve as the President of

Greenwich Hospital."

Prior to being appointed COO at Bridgeport Hospital, Mr. Roth served as a Senior Vice President at Yale-New Haven Hospital and the Yale New Haven Health System. In that role, Mr. Roth led the planning, design, and completion of the 500,000 square-foot Smilow Cancer Hospital, which formally opened in New Haven in 2010, all while maintaining responsibility for overseeing Engineering, Environmental Services, Facilities Services, Laboratory Services, Pathology, Perioperative Services, Radiology, and Security, among other services.

"I am excited about the opportunity to lead such an exceptional organization," said Mr. Roth. "Having worked with my colleagues in Greenwich since the Hospital joined the Health System in 1998, and from my direct experience over the last year, I recognize that this is a very special place. I am honored to carry on the tradition of great care for the patients we serve."

Roth succeeds Frank Corvino, who retired as President and CEO of Greenwich Hospital on December 31, 2014 after 26 years of service.

Prior to his joining Yale-New Haven Hospital, Mr. Roth held positions at Blue Cross/Blue Shield of Connecticut and the Veterans Administration Hospital.

Mr. Roth earned a bachelor's degree in political science from the American University in Washington, DC, and a master's degree in healthcare and hospital administration from George Washington University. He is a fellow of the American College of Healthcare Executives.

### Connecticut Hospitals Among Nation's Most Wired



Connecticut hospitals ranked among the country's Most Wired, according to Health Care's Most Wired 2015 survey, published in *Hospitals & Health Networks*. The William W. Backus Hospital, Bristol Hospital, The Hospital of Central Connecticut, Danbury Hospital, Middlesex Hospital, Norwalk Hospital, Saint Francis Hospital and Medical Center, Waterbury Hospital, and the Yale New Haven Health System were honored as among the country's Most Wired hospitals. Middlesex Hospital was also an Innovator Award Finalist.

As hospitals and health systems transition to value-based care, the survey found that they are increasingly utilizing IT to facilitate information exchange across care settings with the use of a physician portal. In 84 percent of Most Wired hospitals, physicians can view and exchange medical results with other facilities.

Seventy-six percent of Most Wired hospitals use the portal and electronic health record (EHR) to exchange results with other EHRs and health information exchanges. Eighty-one percent communicate with patients through e-mails or alerts. Many Most Wired hospitals also provide a patient portal, with 89 percent offering this through a mobile application.

This year, the survey also found that hospitals are taking more aggressive privacy and security measures to protect and safeguard patient data. Top growth areas in security among this year's award-winning hospitals included privacy audit systems, provisioning systems, data loss prevention, single sign-on, and identity management.

"Congratulations to our nation's Most Wired hospitals for harnessing the potential of information technology to improve quality care and patient safety and lower healthcare costs," said Rich Umbdenstock, President and CEO of the American Hospital Association. "At the forefront of the field, these hospitals are setting the bar for protection of patient data through discerning security measures."

Health Care's Most Wired™ Survey, conducted between Jan. 15 and March 15, asked hospitals and health systems nationwide to answer questions regarding their IT initiatives. Approximately 2,200 hospitals were represented in the 741 completed surveys. Read the July H&HN cover story detailing results [here](#).

