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On October 28, more than 130 participants attended the Connecticut Hospital Association's 16th Annual Nurse Leadership Forum, which employed humor, motivational speaking, and common sense strategies to educate and entertain the crowd.

Keynote speaker Sharone Bar-David, LLB, MSW, began the program with her presentation, *Trust Your Canary: Mastering the Incivility Challenge*. In this interactive session, Ms. Bar-David recommended

key strategies for leaders to prevent incivility, maintain a positive culture, and intervene to address uncivil behaviors. She encouraged leaders to reflect on their own behaviors and noted some "common manager bad habits," including criticizing staff in public and engaging in "rude use of technology," such as looking at one's phone and not giving full attention to others.

Troy Cicero, President and Chief Skill Officer, of MulticultuReal Communications®, followed Ms. Bar-David with his presentation, *Celebrating Diversity – Building Cultural Competence*, which emphasized the importance of valuing differences and building relationships for organizational success.

Noting that "All cultures want to be fully heard, valued, and respected," Mr. Cicero described concepts and strategies for leaders including challenging one's assumptions, "communicating, not interrogating," and "listening for understanding." In place of the common adage of putting oneself in another's shoes, Mr. Cicero suggested that "empathy is putting yourself in another's reality."

Speaker Tory Zellick told the story of her life as a caregiver, describing the multi-year journey she and her family experienced in support of her mother, who was diagnosed with cancer. Her presentation illuminated some key lessons for nursing leaders and provided information on helpful resources for patients.



The program closed with *Finding Comedy in the Chaos? You've Got to be Kidding*, a presentation by Humorist Patty Wooten. In a stand-up comedy format, Ms. Wooten imparted key information on the use and benefits of humor in leadership, noting that humor helps leaders to "cope, connect, and communicate." The conference room was filled with laughter as participants learned about the therapeutic benefits of humor.

CHA Hosts House Majority Leader at Healthcare Forum

On Monday, October 31, House Majority Leader Joe Aresimowicz (D-Berlin) met with more than 35 healthcare professionals from across the continuum of care to discuss a variety of issues, including his vision of governing, the state budget, and policy priorities to be addressed during the 2017 Legislative Session. The *Healthcare Conversation with Majority Leader Joe Aresimowicz* is part of a series of discussions with policy makers and hospital, nursing home, home care, and state medical society leaders.

During the discussion, Rep. Aresimowicz, who is scheduled to become House Speaker if the Democrats retain a majority, vowed to bring parties together as early as January 2017 to begin discussions on how to solve some of the many issues facing the healthcare provider community. Rep. Aresimowicz discussed his views on growing the economy through industry-specific education and training of the workforce, creating a statewide economic development plan, improving transportation, addressing medical malpractice reform, and addressing the underfunding of provider rates in the Medicaid program. He emphasized the need to achieve bipartisan collaboration, and to bring all stakeholders to the table.

"I see all of you as partners in the legislation, and you should be partners in the process," he said. "You represent the people who are affected by these laws."

In speaking of hospital advocacy during the 2016 Legislative Session, Rep. Aresimowicz said the vocal, persistent, and unified advocacy against the Governor's proposed cuts helped to provide legislators with critical information that bolstered their support for hospitals and their opposition to the proposed cuts.

"The most e-mails I received during the last legislative session were all from your employees and I think that made a difference," Rep. Aresimowicz said. "It gave legislators a sense of the scope of the problem."

The forum was moderated by Jim Iacobellis, Senior Vice President of Government and Regulatory Affairs, CHA, and Mathew Barrett, President and Chief Executive Officer, Connecticut Association of Healthcare Facilities. It was hosted by the Collaborations of Care Partners: CHA, the Connecticut Association of Health Care Facilities, Leading Age Connecticut, the Connecticut Association for Healthcare at Home, and the Connecticut State Medical Society.

CHA thanks Rep. Aresimowicz for the healthcare conversation and looks forward to working with him and his leadership team during the 2017 Legislative Session.

Connecticut Hospitals Appeal State Hospital Tax Declaratory Ruling, Petition Centers for Medicare & Medicaid Services



On November 1, CHA and Connecticut hospitals took the next steps to protect patients, hospitals, and healthcare in Connecticut by filing two legal actions. First, hospitals appealed the declaratory ruling of the Department of Social Services (DSS)/Department of Revenue Services (DRS), on the basis that the hospital tax is illegally implemented. Second, hospitals filed a petition with the Centers for Medicare & Medicaid Services (CMS), showing that the state's reimbursement and tax scheme violates the federal Medicaid Act.

In the DSS/DRS appeal, the hospitals dispute the state's findings that the tax is applied legally, and assert that the hospital tax is, among other things, in violation of the U.S. and Connecticut Constitutions; in violation of federal and state statutes; in excess of the Departments' statutory and regulatory authority; and is arbitrary and capricious. Hospitals are asking that the court direct DSS/DRS to end the hospital tax.

In the CMS petition, the hospitals demonstrate how the hospital tax, which now totals a staggering \$556 million a year and exceeds by nearly 30 times the corporate tax rate, is not only bad public policy but violates federal law. The petition describes how hospitals continue to be used as a major source of revenue through the illegal, overbroad tax, which restricts access for Medicaid patients, shifts costs to commercial payers, jeopardizes care for everyone, and puts hospitals in significant financial peril. The petition also demonstrates how the administration of the Medicaid program has been driven solely by state budget deficits and not patient needs; that supplemental inpatient payments were irresponsibly reduced and manipulated; and that the Medicaid rate violates federal law by not taking into account inflation and other costs incurred by hospitals.

Connecticut hospitals are asking CMS to compel the state to amend its Medicaid State Plan to bring Connecticut's Medicaid rates and payments, as well as the hospital tax, in compliance with the federal Medicaid Act.

As a result of the hospital tax and poor Medicaid funding, since 2013, there have been 1,390 layoffs and more than 1,700 open positions that have been eliminated at Connecticut hospitals. Many hospitals have postponed or curtailed plans to make facility improvements and enhance service offerings. Hospitals are actively evaluating the elimination of programs and, in many cases, are also assessing their ability to meet bond covenants.

CHA Staff Participate in Cultural Competence Training



Employees at the Connecticut Hospital Association (CHA) participated in cultural competence training on October 28 as part of the association's efforts to become a high reliability organization, joining its member hospitals in an ambitious statewide initiative to eliminate errors and improve performance.

The cultural competence training was held at CHA and led by Troy Cicero, President and Chief Skill Officer, of MulticultuReal Communications®. Mr. Cicero, a motivational speaker and consultant, works with clients to create environments of inclusion and has conducted several health equity and cultural competence education programs with CHA members during the last three years.

CHA's journey to become a high reliability organization began earlier this year in alignment with its members and organizational goals. After months of planning, the initiative was launched in May, followed by a comprehensive training curriculum on high reliability principles for all employees. CHA continues to hold education sessions on specific high reliability topics.

To date, through CHA, more than 50,000 hospital employees across the state have been trained in high reliability safety behaviors to eliminate all-cause preventable harm by reducing human errors and improving system reliability. High reliability has been used by many other industries that need to manage high risk, including the aviation industry and the nuclear power industry.

In 2014, CHA's effort to lead this statewide initiative was recognized on a national level when it was awarded the prestigious Dick Davidson Quality Milestone Award for Allied Association Leadership.

Connecticut Mourns Loss of Former Manchester Representative

Former Representative John W. "Jack" Thompson (D-Manchester) died on Wednesday, October 26, after a period of declining health. A 13-term member of the Connecticut General Assembly who prioritized helping those in need, Rep. Thompson will be remembered as a champion of school-based health centers and for his dedication to assisting poor children and families.

Rep. Thompson was a U.S. Marine Corps veteran of the Korean War and served as the Mayor of Manchester from 1971-1975. First elected to the Connecticut House of Representatives in 1985, Rep. Thompson served 13 consecutive terms, retiring in 2012. CHA is grateful for Rep. Thompson's contributions as a member of the General Assembly and sends condolences to his family.

Education Updates

Transitioning From Staff to Management: What's Next?

Wednesday, November 9, 2016

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

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

Whether recently assigned to the role of manager or a seasoned veteran, it is important to determine how well one's problem solving, critical thinking, and decision making skills are keeping pace with the ever-changing healthcare environment. For those who attended "Staff to Management: Starting the Transition" in March or September, this is the second course in the two-part program and provides additional development for all managers who want to improve their skills.

This program is approved for continuing education credits. Please see the brochure for details.

Leading in a VUCA Environment

Thursday, November 10, 2016

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

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

The scope and pace of change in healthcare is unrelenting. VUCA is 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.

This program is approved for continuing education credits. Please see the brochure for details.

Best Practices for Handling Hazardous Drugs (for Hospital Engineers)

Thursday, November 10, 2016

8:00 a.m. - 11:15 a.m.

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

This training—which is designed for hospital engineers—will include examples of the effects of exposure to hazardous drugs (HD) on healthcare staff that handle HDs, best practice related to HD compounding, and differences between USP Chapters <800> from <797> and <795>. A description of the primary, secondary, and supplemental engineering control requirements will also be provided.

Registration for this session includes access to CriticalPoint's eLearning course: *Engineering Controls and Personal Protective Equipment*. This lesson and post test must be completed by all participants prior to the scheduled training.

Best Practices for Handling Hazardous Drugs (for Hospital Pharmacists)

Thursday, November 10, 2016

8:00 a.m. - 5:30 p.m.

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

This full-day, interactive training is designed for hospital pharmacists and pharmacy technicians, and will review current and proposed regulation concerning all aspects of handling hazardous drugs (HD). Understanding these regulations will allow users to future-proof their facility and employ best work practices when performing both non-sterile and sterile HD handling.

Registration for this session includes access to CriticalPoint's eLearning courses Introduction and Overview and Engineering Controls, Personal Protective Equipment, and Hazardous Drug Work Practice Strategies (5 hours of ACPE-approved CE). The three lessons and post tests must be completed by all participants prior to the scheduled training.

Creating Sustainability for High Reliability Organizations

Tuesday, November 15, 2016

9:00 a.m. - 12:15 p.m.

[Event Registration](#)

This session is designed for drivers of organizational change and covers techniques to ensure the changes resulting from high reliability approaches are ongoing.

Medicine, Nursing, and Quality continuing education credits are offered for this session.

HRO Top Ten Problem Lists and Action Plans

Tuesday, November 15, 2016

1:00 p.m. - 4:15 p.m.

[Event Registration](#)

When issues are identified in Safety Huddle, how are they addressed? Problem Solving with the Top 10 is a tool for prioritizing and implementing projects without losing sight of the core value of safety.

Medicine, Nursing, and Quality continuing education credits are offered for this session.

Worker Safety and Worker Engagement: A High Reliability Approach

Wednesday, November 16, 2016

1:00 p.m. - 4:15 p.m.

[Event Registration](#)

This session supports CHA's efforts to take care of the staff who take care of patients. *Worker Safety and Worker Engagement: A High Reliability Approach* discusses behaviors, techniques, and measurement for worker safety, as used by other high reliability hospitals that are farther along their journey.

Medicine, Nursing, and Quality continuing education credits are offered for this session.

HRO Safety Coach Training

Wednesday, November 16, 2016

9:00 a.m. - 12:15 p.m.

[Event Registration](#)

Safety Coaches are peer mentors, designed to recognize and acknowledge good high reliability behavior and to remind people about opportunities to improve behavior that does not stay true to high reliability concepts.

Medicine, Nursing, and Quality continuing education credits are offered for this session.

HRO Leadership Method Training

Thursday, November 17, 2016

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

[Event Registration](#)

Leadership Method Training is for organizations that are new to high reliability or for new management employees in organizations that are already on the high reliability journey. Both hospital and ambulatory organization leadership practices will be addressed. The leadership session is designed to teach hospital or ambulatory leaders the concepts of high reliability science and behaviors. The sessions are structured for leaders at the manager level and above.

Medicine, Nursing, Quality, and Radiology continuing education credits are being offered for this session.

Ninth Annual State of the State: Connecticut Perinatal Quality Collaborative

Monday, November 21, 2016

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

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

This full-day program will address the complexities of supporting the mother-infant dyad affected by neonatal abstinence syndrome. CHA is pleased to welcome as speakers Mary Coughlin, RN, MS, NNP, Founder and President of Caring Essentials Collaborative, LLC, and Mara Coyle, MD, neonatologist at Women and Infants Hospital in Rhode Island and Medical Director of the NICU at St. Luke's Hospital.

HRO Cause Analysis - Two-Day Training

Session I: Monday, December 5, 2016

8:30 a.m. - 4:30 p.m.

Session II: Tuesday, December 6, 2016

1:00 p.m. - 5:00 p.m.

[Event Registration](#)

Cause analysis teaches staff how to evaluate events, patterns of events, and causes of events, and then helps staff ascertain how to implement solutions. The sessions are for quality, safety, risk management, and other staff who respond to events.

Medicine, Nursing, Pharmacy, and Quality continuing education credits are offered for these sessions.



