Hospitals Focus on Fostering a Culture of Safety

On November 28, nearly 150 people from hospitals participating in CHA’s High Reliability Safety Culture Collaborative participated in a safety culture design workshop. Participants included staff, physicians, and hospital leaders who learned about why people make errors, the basic types of errors, and successful error prevention strategies used in other high risk industries. As representatives of their respective professional groups and hospitals, participants confirmed a series of safety behavior expectations and error prevention tools to be used by participating hospitals to create and maintain a culture of safety.

"Culture is the single largest behavior-shaping force, and it represents our greatest opportunity to reduce harm," said Steve Kreiser, CDR, USN Ret., MBA, MS, workshop leader and consultant with Healthcare Performance Improvement (HPI). "This focus on safety is not new; it is a renewed focus, elevating safety as a core value."

CHA is working with HPI, a national leader in using high reliability science to improve safety, on the Collaborative. HPI brings its experience improving reliability in nuclear power, transportation, and manufacturing to healthcare. HPI has worked with more than 400 hospitals and health systems across the country to achieve reductions in serious safety event rates of up to 90 percent.

The statewide initiative to eliminate all cause preventable harm in Connecticut, the first of its kind in the nation, was formally launched on March 23, 2012, at the CHA’s annual Patient Safety Summit.

Bristol Hospital and Health Group, Inc., Signs Letter of Intent With Vanguard Health Systems, Inc.

On November 28, Bristol Hospital and Health Care Group, Inc., signed a Letter of Intent to be acquired by Vanguard Health Systems, Inc.
Health Systems, Inc. of Nashville, Tennessee. Vanguard Health Systems is a nationally recognized and respected network of for-profit hospitals and a Fortune 500 company.

“This honors the long-standing heritage of Bristol Hospital and its mission to care for the patients and families in our communities,” said Marie O’Brien, Chairman of the Bristol Hospital Board of Directors. “By becoming part of a high-performance integrated care network with new financial resources, clinical excellence, and innovative opportunities presented under the Patient Protection and Affordable Care Act, the Board is assured that our commitment to care will continue for generations to come.”

Ms. O’Brien added that Bristol Hospital is planning to extensively renovate its main campus and expand its range of outpatient services. The transaction will allow the hospital to enhance its strong record of attracting and maintaining high-quality physicians.

The financial terms of the deal are not being disclosed, but Ms. O’Brien said that the Board of Directors is very satisfied with the terms and conditions, which are in the best interest of the hospital and the community. With the Letter of Intent in place, Bristol Hospital and Health Care Group and Vanguard Health Systems will work over the next 60 days on preparing a definitive purchasing agreement while preparing for the Certificate of Need process and approval from the state Office of Health Care Access and the Office of the Attorney General.

As part of the agreement, the hospital’s Board of Directors will establish a 10-member Board of Trustees comprising four physicians, five community leaders, and Kurt Barwis, FACHE, President and CEO of Bristol Hospital and Health Care Group.

“I applaud the diligent work of the members of the Corporate Board of Directors and the Board Partnership Committee,” Mr. Barwis said. “Vanguard Health Systems brings a depth of experience in navigating markets with changing payer influences, which will be very beneficial in preparing for healthcare reform.”

In addition to the Letter of Intent with Vanguard Health Systems, Bristol Hospital recently signed a new network member agreement with Yale New Haven Health System. The agreement includes the coordination of joint clinical programs and the development of protocols used when patients are transferred to Yale-New Haven Hospital for tertiary and quaternary care. Other network services such as purchasing also are part of the agreement.

State Rescissions Impact Hospitals

Yesterday, the Office of Policy and Management (OPM) announced a list of Governor Malloy’s budget rescissions totaling $170 million. The rescissions are being made now to help mitigate a FY 2013 deficit of at least $320 million. Rescissions affecting hospital services include $13 million in cuts to the Department of Social Services (DSS) in the Disproportionate Share line item.

Other healthcare cuts include $5 million in cuts to the Department of Mental Health and Addiction Services (DMHAS) for grants for Substance Abuse and Mental Health Services and additional cuts to DSS in the following line items: Husky B Program ($1.4 million), Old Age Assistance ($1.4 million), Aid to the Blind ($38,000), Aid to the Disabled ($964,000), and Temporary Assistance for Needy Families ($5 million).

The Governor’s rescission authority permits him to rescind up to five percent of any line item and up to three percent of any fund without legislative approval.

Today’s rescissions are the first part of the state’s plan to mitigate the deficit that is estimated to be between $320 and $365 million, according to Roy Occhiogrosso, a top adviser to the governor. Mr. Occhiogrosso said this is a three-step process. Next, Governor Malloy will work with legislators on a deficit mitigation plan. Bipartisan talks on the plan are expected to start next week. Mr. Occhiogrosso noted that very little is off the table for the upcoming discussions, except for tax increases. The General Assembly will meet in special session prior to the end of the calendar year to vote on the deficit mitigation plan.

The third step is a new budget, to be presented by Governor Malloy in February. Expected deficits for the next two budget years are estimated by both Office of Fiscal Analysis (OFA) and OPM to be at $1 billion, and Secretary Barnes noted that “this will require significant cuts to current service and spending levels.” While full budget reduction details are not yet available, budget cuts are anticipated to be deep, impacting every program and agency.

OFA and OPM made presentations on fiscal accountability for the state to the Finance, Revenue and Bonding and Appropriations Committees on November 27. The OFA presentation can be found here, and the OPM presentation can be found here. Please note that the presentations reflect different deficit numbers based on different expenditure assumptions made by OFA and OPM.

Hospital Leaders Among Connecticut’s Most Influential People

CHA congratulates hospital leaders selected by Hartford Magazine as some of the most influential people in Connecticut. Those making the 2012 50 Most Influential list include Christopher M. Dadlez, President and CEO of Saint
Francis Hospital and Medical Center, and Immediate Past Chairman of the CHA Board of Trustees; Jeffrey A. Flaks, Executive Vice President of the Hartford HealthCare network, and President and CEO of Hartford Hospital; and Elliot T. Joseph, President and CEO of Hartford HealthCare, member of the CHA Board of Trustees, and Chairman of CHA’s Committee on Hospital Finance.

Curtis D. Robinson, founder of the Curtis D. Robinson Men’s Health Institute at Saint Francis Hospital and Medical Center and a member of the CHA Board of Trustees, was also honored, as was Cardinal Archbishop Henry J. Mansell, Chairman of the Board of Saint Francis Care. Chairman of the University of Connecticut Health Center Board Sanford Cloud Jr. and Vice Chair of the Board Cheryl Chase were honored. Richard Nelson “Oz” Griebel, CEO of the MetroHartford Alliance and a former member of the Board of Trustees for Yale-New Haven Hospital, was named as well.

_Hartford Magazine_’s editorial committee selects the state’s most influential people each year after soliciting nominations from readers. The winners are selected based on the influence they hold as a result of their words and deeds.

You can read the full article [here](#).

**CHA Congratulates Department of Children and Families Commissioner on Recognition**

CHA congratulates the Department of Children and Families (DCF) Commissioner Joette Katz for being named Public Official of the Year by _Governing Magazine_. Commissioner Katz has been involved in reducing the number of kids in state and institutional care through the Strengthening Families Practice Model, which uses a strengths-based, solution focused approach in its work with families. She has also worked to help hospitals and others in the medical community improve the recognition and reporting of child abuse.

On November 13, Commissioner Katz announced new guidelines, endorsed by the Connecticut Committee on Trauma, to improve recognition of abuse when a child presents in a medical setting with a traumatic injury. In addition to her work on child abuse guidelines, Commissioner Katz implemented a differential response system for reports of abuse and neglect that gets families more involved in care plans for their children by providing referrals to community service agencies. Also under her watch, DCF activated CareLine, which includes a dedicated phone line for hospitals to use when reporting suspected child abuse and neglect.

CHA is a part of DCF’s Education for Multidisciplinary Professionals on Child Abuse Recognition Work Group, which also includes child abuse recognition experts from pediatric centers at Yale-New Haven Hospital and Connecticut Children’s Medical Center, representatives from several Connecticut hospitals, social workers, advocates, nurses, physicians, and DCF staff. The group has begun to identify tools and opportunities to expand medical, community, and school-based provider education of child abuse recognition.

_Governing Magazine_ honors state and local government officials for outstanding accomplishments and for positively impacting their department or agency, community, or state.

CHA looks forward to our continued collaboration with DCF and Commissioner Katz on issues of shared interest.

**Education Updates**

**Cross Cultural and Diversity Inclusiveness Training**

Monday, December 10, 2012
Wednesday, December 12, 2012
Monday, December 17, 2012
Wednesday, December 19, 2012
9:00 a.m. - 12:00 p.m.

An important goal of the CHA Diversity Collaborative: _From Intent to Impact_ is improving cultural competence in the delivery of care. Based on positive feedback from the first cohort of participants who completed this training in October, CHA is pleased to again present Cross Cultural and Diversity Inclusiveness Training, a program designed and delivered by the Hispanic Health Council (HHC), which establishes the foundation of knowledge, attitudes, and skills participants need to interact effectively with patients and clients of diverse backgrounds. Clinical leaders, operational and administrative managers, and professional support staff are all encouraged to register. The program is structured to present four training sessions, each three hours in duration, delivered twice a week over a two week period. Participants must attend all four sessions – and registration for the December 10, 2012 session will automatically register attendees for the entire program. The curriculum is highly interactive and will be limited to 20 participants. Because so many members have indicated strong interest, this is the second series being held at CHA; there is a possibility of adding more if supported by member interest.
Continuing education credits will be awarded. Please see the brochure for details.

View the brochure here. Register here.

**Changes in CPT/HCPCS for 2013**
Tuesday, December 18, 2012
8:30 a.m. - 12:30 p.m.

CPT and HCPCS codes are the primary codes that describe individual hospital services that are billed to all payers. These code sets go through annual revisions with codes that are added, deleted, or revised. The workshop will include information on the behavioral health code changes as well as all other CPT/HCPCS code changes.

View the brochure here. Register here.

**OPPS Final Rule for 2013**
Tuesday, December 18, 2012
1:15 p.m. - 4:00 p.m.

The Centers for Medicare and Medicaid Services (CMS) has published the Outpatient Prospective Payment System (OPPS) Final Rule for 2013, defining what CMS will be implementing for OPPS in 2013. This workshop will cover all OPPS changes that impact billing and clinical activities.

View the brochure here. Register here.