

carenews

together we are transforming the future of health care

october 19, 2015
volume 5 | issue 42



The nation's focus is shifting from inpatient to outpatient care, so hospitals need to see a shift in volume from occupied beds to less intensive settings.

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Good day!

After a national search, I am pleased to announce the appointment of John G. Byrne, MD, as the chief medical officer and chief operating officer (CMO/COO) at Memorial Hospital. He starts November 9th.

When we began to envision a replacement for Ed Schottland, who retired in July after serving as president and COO since 2013, we decided that in addition to the role of COO, this position should also encompass the role of CMO.

The benefits of such a hybrid position are multiple: Dr. Byrne will be charged with providing leadership for the hospital's clinical quality, care programs, care delivery, education programs and all other clinical and administrative operations. At the same time, we look to him to nurture strong and mutually satisfying relationships between Memorial and its employed and community physicians.

This is tremendously important for a community hospital, especially one that also serves as an affiliate of the Warren Alpert Medical School of Brown University and educates dozens of primary care physicians each year. Physicians, especially primary care physicians, cannot act alone. They need to consult with specialists, they need to refer patients for testing, they need a place where their patients can participate in studies and have access to a broad-range of programs and services. *continued*

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At the same time, community hospitals like Memorial need the physicians in their community to send patients to them. The nation's focus is shifting from inpatient to outpatient care, so hospitals need to see a shift in volume from occupied beds to less intensive settings. The symbiotic relationship between Memorial and its community physicians needs to be reinvigorated and reimagined. We believe Dr. Byrne is the person for that job. His track record speaks for itself.

Dr. Byrne comes to Memorial from Brigham & Women's Hospital in Boston, where he has served as chief of cardiac surgery and co-director of the Cardiovascular Center since 2013, and was the Lawrence H. Cohn Professor at Harvard Medical School. Prior to that, he was chair of the Department of Cardiac Surgery, surgeon-in-chief, professor of medicine, and co-director of the Heart and Vascular Institute at Vanderbilt University. Earning his medical degree from Boston University, he completed an internship and residency in general surgery at the University of Illinois Chicago and a cardiothoracic surgery fellowship at Brigham & Women's. He then went on to earn his master's of business administration from Emory University so he could pursue a career in health care administration.

When you dig deeper into his resume, you see the real power of his work as a physician leader. Consider that:

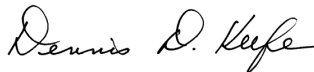
- At Brigham & Women's, Dr. Byrne was credited with growing cardiac surgery volume by 16 percent, increasing the effective capacity of cardiac surgery in the operating rooms by 13 percent, and implementing team-based inpatient and outpatient clinical care models that led to improved outcomes and patient satisfaction while reducing hospital length of stay.
- At Vanderbilt, he co-led the building, organization, design, strategic positioning, marketing and management of the Vanderbilt Heart and Vascular Institute, including the integration of key private practice groups. The work resulted in an increase of 400 percent in cardiac surgery volume. He was also part of the team that increased the cardiology and cardiovascular surgery faculty at the teaching hospital by 300 percent in the same time period.
- In addition, from 2004 to 2009 at Vanderbilt, Dr. Byrne designed, implemented and managed the Hybrid OR Project which transformed the traditional structure of the operating rooms to a fully integrated and more customer-oriented care delivery system.

We believe this is a physician leader who has all the right stuff to produce great results and work with the wonderful team at Memorial to transform the delivery of health care for that community and hopefully well beyond. We look forward to their success!

I would like to take a moment to thank the members of the CMO/COO Search Committee for all their hard work and dedication to this process, and especially James Fanale, MD, who has been serving as interim leader at Memorial, in addition to his role as chief clinical officer for the Integra Community Care Network and chief clinical integration officer for the health system, since July. Jim, your capacity for work—and getting things done—is nothing short of amazing!

Continue to do great things!

Sincerely,



Dennis D. Keefe
President and Chief Executive Officer



Why I give

by Dennis Keefe

I believe in healthy lives and healthy communities. I am proud of the work we do at Care New England, whether it is providing specialized services or conducting research initiatives. Each operating unit is part of and has an impact on our community.



That's why we are partnering with the United Way of RI and the Fund for Community Progress. Both provide opportunities to support operating units within CNE or for other local or grass root organizations. **Partnering with other organizations, being a part of our community, improving lives are the reasons why I give.**

I give so that I can have an even bigger, more personal impact on the lives we touch. I know our staff already provides the best care. I want to do more for our patients—so patients can get basic needs not covered in hospital stays or more comfort during oncology treatments or kindness in difficult times or hope through research. There's always a way to make a situation better. Our gifts allow program staff to find ways to truly help the people we serve.

Share why you give and join me in participating in the first Care New England Employee Giving Campaign. You may designate your gift directly to a CNE OU—Butler, Kent, Memorial or Women & Infants hospitals, or the VNA of Care New England—to a United Way agency, or to the Fund for Community Progress. Please give by October 31st.

Thank you for your commitment and dedication to our patients and to each other!

Dennis D. Keefe
President & CEO, Care New England

Follow the links below to give by payroll deduction or credit card or to give through the United Way or the Fund for Community Progress.

Give at <http://carenet/giving/cne> or complete and return the [Employee Giving Form](#) today!

For more information or to share why you give, please email TGwiazdowski@CareNE.org or call (401) 921-8517.

Commemorate quality: Prevent infections!

This week, Care New England joins other health care organizations across the country in celebration of National Healthcare Quality Week (October 18 to 24, 2015).

According to the National Association of Healthcare Quality (<http://www.nahq.org>), we are “recognizing the influence that health care quality professionals have in health care delivery systems and their impact on positive patient outcomes.”



Our Quality departments deserve acknowledgement for their hard work and dedication. But, here at Care New England, we are ALL quality professionals. From our direct care providers, to our administrators, to our support staff—quality is at the center of all that we do.

Our goal is to have *zero preventable health care acquired infections across Care New England*. Each of us plays a critical role in preventing infection every day. You can help prevent infection in your every day job by:

- Washing your hands.
- Encouraging patients and families to get vaccinated.
- Disinfecting equipment.

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- Getting your flu vaccine.
- Wearing the appropriate personal protective equipment (PPE) when dealing with patients.

For those who provide direct patient care, we strive to only insert urinary catheters or central lines when clearly necessary, using the appropriate precautions to minimize the risk of infection, including removing them as soon as medically appropriate.

We want to ensure that every patient has an *exceptional patient experience*. As such, we have increased the frequency and thoroughness of our hourly, manager and executive rounding. We have also rolled out the “Every Person, Every Time” service excellence training which is guided by our core values of Accountability, Caring and Teamwork. This includes not only the behaviors that help ensure that our patients and their families receive the highest quality, most compassionate care, but also:

- A+ Service Recovery (Acknowledge the complaint, Apologize for not meeting the customer’s expectations, Act to correct the service issue, Appreciate by thanking the customer for bringing the issue to our attention).
- The monitoring of our Press Ganey and HCAHPS patient satisfaction scores.
- The importance of teach back to ensure that our patients understand what we are saying to them.
- AIDET (Acknowledge everyone in the room, Introduce yourself with your name and your role, give the Duration of your visit, Explain the purpose of your visit, Thank them for their time).

Another key component of our quality program is to ensure that we are doing the right thing, at the right time, using the right resources. In order to consistently deliver clinical excellence and an exceptional patient experience, Care New England has a defined performance improvement (PI) program that provides opportunities for learning, feedback and improvement.

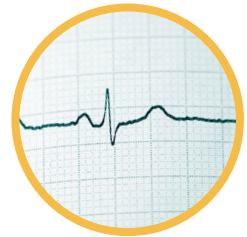
Our PI initiatives are based at the system level, at the operating unit level, within departments and units, and with our front line staff. Our framework for improvement is PDSA—Plan (define the problem and stakeholders, set goals), Do (test your improvement ideas), Study (measure and manage, what did you learn? what should you try next?), Act (conduct the next improvement test or plan for a full-scale implementation).

Quality is everyone’s job. Learn more about our quality and performance improvement initiatives by visiting one of the information fairs:

- Butler Hospital – October 20 (1 to 5 p.m.) and 21 (7:30 to 11 a.m.) in the Ray Conference Hall.
- Women & Infants Hospital – Wednesday, October 21 from 6 a.m. to 4 p.m., South Pavilion foyer.

CNE arrhythmia service performs first implant of FDA-approved MRI-ICD in Rhode Island

Care New England Cardiovascular Care is now offering patients the first implantable cardioverter defibrillator (ICD) system approved by the FDA for use with magnetic resonance imaging (MRI) scans. The first implant of this type of device in Rhode Island was performed recently at Memorial Hospital.



Many patients rely on ICDs, or pacemaker type devices placed under the skin, to detect irregular heartbeats and deliver life-saving therapy to restore a normal heartbeat. However, until now, patients with ICDs had an important restriction: They could not undergo an MRI. The metal used in the ICD could not safely be subjected to the powerful MRI magnet. This restriction often poses a clinical challenge as data has shown that, within four years of receipt of an ICD, more than one-third of patients with ICDs are likely to need an MRI, for problems that range from cancer to back pain.

“Patients with ICDs are often older adults with other serious medical conditions that require an MRI for diagnosis,” said Bruce Koplan, MD, MPH, director of cardiac arrhythmia services for Care New England

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and a member of the Brigham and Women's Cardiovascular Associates at Care New England, who performed the procedure. "We're grateful to have this new technology that helps treat cardiac arrest and still enables patients to access MRIs."

Care New England cardiovascular services are made possible through a clinical affiliation with Brigham and Women's Hospital (BWH) in Boston. This program, staffed by Brigham and Women's Cardiovascular Associates at Care New England, provides convenient locations for its patients at Memorial Hospital in Pawtucket; Women & Infants' 90 Plain Street facility in Providence; and Kent Hospital in Warwick. In addition, treatment for all but the most complex cardiac diagnoses, including coronary angioplasty, is offered locally at Kent.

TPC Clinician Zira honored by Providence Police

Ride-along work gets people into mental health treatment, not jail.

Jessica Zira, clinical therapist at The Providence Center, received the Citizens' Award from the Providence Police at the department's commendation awards ceremony on October 6th.



Zira is part of a unique partnership between The Providence Center and the Providence Police to divert people with mental health and substance use issues away from the criminal justice system and into appropriate treatment. She accompanies officers on patrols throughout the City of Providence to respond to individuals in a psychiatric or substance use crisis. On the scene, she de-escalates the crisis and conducts a clinical assessment to make an appropriate recommendation on the individual's care and safety. Her goal is to direct the client to an alternative solution to arrest: The Providence Center emergency services, the Crisis Stabilization Unit, or a hospital.

"This award is a symbol of all the hard work and dedication that The Providence Police Department and The Providence Center have committed to in making the community diversion program a success," Zira said. "I continue to be inspired by the consumers and their families, and their ability to remain courageous in the face of adversity."

In addition to her on-the-scene clinical work, Zira has also developed training used by first-line supervisors, police academy curriculum and command staff in the police department. The partnership allowed the Providence Police to secure a recent national community policing award and helped The Providence Center expand the program to include other RI communities. The Providence Center now has a clinician working with the West Warwick Police Department. [one](#)