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Good day! These are certainly important and changing times for Care New England.

With that comes a tremendous amount of information to process for all of us as we move forward with our plans to close Memorial Hospital.

As this is a rapidly evolving process, there have been some erroneous reports in the media. Let me try to further update you and, in doing so, put to rest any misconceptions that might exist. First, we are committed to our closure plans and in no way have we temporarily halted those efforts. As we move swiftly to develop next steps that will allow us to file appropriate regulatory filings in the next couple of weeks, we do so with the commitment to ensure access to alternative services in the community, while also coordinating opportunities where possible for the dedicated and hard-working staff at Memorial.

You probably also read that we received our S&P rating report, in which we were downgraded. This comes as no surprise and serves to underscore the imperatives Care New England faces. We have been aggressively working to manage our costs, increase our patient volume, and minimize losses. There have been some positive results—less than \$10 million of losses over the last six months of the year including losses at Memorial. Let me be clear, the path we are on now is certainly difficult, but it represents the single best opportunity to ultimately change the course of our financial outlook and therefore our financial ratings and our future. This work is ours alone to succeed in regardless of our other partnership opportunities.

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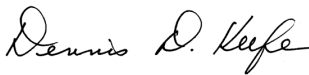
Further, we have an important obligation to strengthen our health system for those throughout the region who rely on our services and for our nearly 7,000 other employees. We must work relentlessly to improve our prospects for future success, including our plan to close inpatient and emergency services at Memorial Hospital.

Despite these challenges, I want to end by highlighting a series of positive articles of support written by local opinion and business leaders. I hope you will take the time to read these important and logical arguments that further support the decision we have made. You will see thoughtful discussion from the Rhode Island Business Group on Health, [The Providence Business News](#), opinion leaders from [GoLocal Prov](#), [RI NPR](#), and [Convergence RI](#).

This is a most important time for all of CNE, and I appreciate your personal commitment in all that we are working to accomplish.

Thanks and have a good week ahead.

Sincerely,



Dennis D. Keefe
President and Chief Executive Officer



Quality and financial results highlight Integra as a leader in accountable care

The Centers for Medicare & Medicaid Services (CMS) has released the 2016 performance year results for the Medicare Shared Savings Program showing that the Integra Community Care Network realized \$8.3 million in savings under the Medicare Shared Savings Program while achieving a 95 percent quality score. The Integra Community Care Network includes Rhode Island Primary Care Physicians Corporation (RIPCPC), Care New England, South County Hospital, and employed and affiliated physicians.

“These results show the accountable care model is here to stay and that Integra delivered exactly what we promised: comprehensive care coordination that unites primary care, specialists, care managers, and skilled nursing facilities,” said Al Puerini, MD, chairman of Integra’s board of directors.

As a result of this achievement, a portion of the savings (\$3.85 million) will be shared with the primary care practices and reinvested to ensure Integra continues to build on this accomplishment.

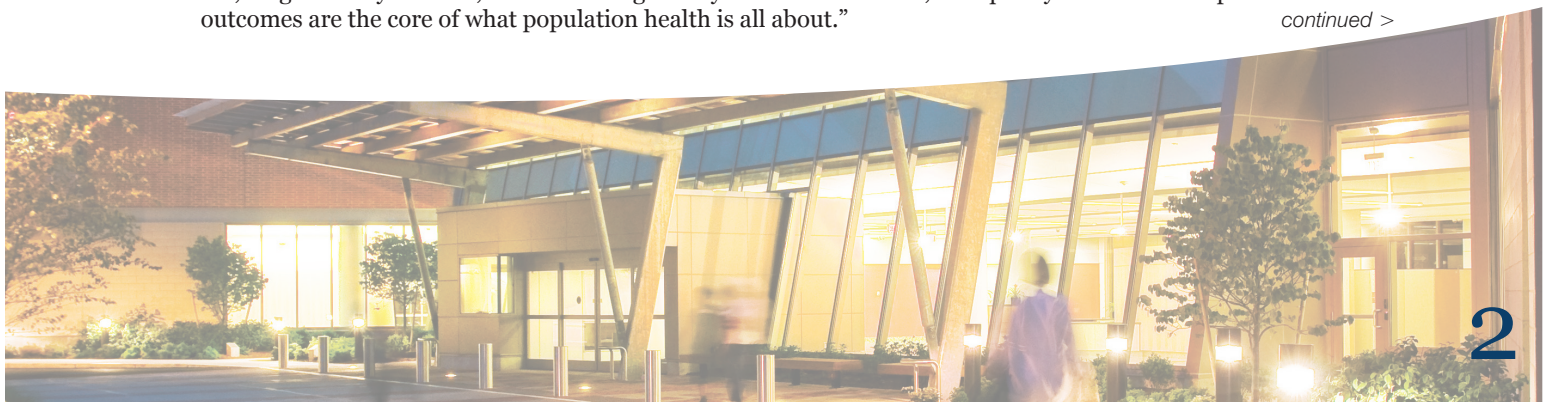


“Three years ago, Care New England, Rhode Island Primary Care Physician Corporation, South County Hospital, and community physicians across the state formed Integra with the goal of improving the quality of care, achieving better health for our beneficiaries, and decreasing health care costs, and that’s exactly what we’ve done,” said Dennis Keefe, president and CEO of Care New England. “Care New England is invested in and committed to population health because that is the future of health care. Today’s announcement highlights the benefits of preventive care, reducing unnecessary hospitalizations, and active care management that helps patients live healthier lives.”

Integra is the largest Accountable Care Organization (ACO) in Rhode Island, covering approximately 120,000 lives, with a provider network of more than 225 primary care providers and more than 430 specialists.

“This performance in quality and efficiency is the result of the teamwork and dedication of Integra’s providers, staff, and leadership,” said James E. Fanale, MD, Integra’s chief clinical officer. “By providing the right care, at the right time, in the right place we’re reducing unnecessary admissions and readmissions, reducing visits to the ED, length of stay is down, skilled nursing facility utilization is down, and quality scores have improved. These outcomes are the core of what population health is all about.”

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This year's results continue the progress begun in 2015. For calendar year 2015, Integra's first year operating as a Medicare ACO, Integra realized savings of nearly \$4 million on total health care spending of slightly more than \$152 million. In its first year of operation, Integra also saw significant improvement on most quality measures, scoring at or above the national mean in most areas, and scoring higher than the national average in 22 out of the 34 measures.

"The collaboration necessary to make this effort a success is unprecedented," said Louis R. Giancola, president and CEO of South County Health. "It's a win for payers, providers, and most importantly patients. This model works and is only going to get better moving forward."

"The role of primary care providers is crucial to the success of the new model of health care," said Noah Benedict, COO for RIPCPC. "Better information and increased care coordination allows our primary care physicians to provide the highest-quality of care to their patients and families in a cost-effective manner."

Medicare ACOs are groups of doctors, hospitals, and other health care providers who come together voluntarily to provide coordinated high quality care to their Medicare patients. The goal of coordinated care is to ensure that patients, especially the chronically ill, get the right care at the right time, while avoiding unnecessary duplication of services and preventing medical errors. When an ACO exceeds quality and financial thresholds—demonstrating achievement of high-quality care and wiser spending of health care dollars—it is able to share in the savings generated for Medicare.

The results reported last week were realized under the Medicare Shared Savings Program. Effective Jan. 1, 2017 Integra began participating in the Next Generation Accountable Care Organization Model, assuming higher levels of financial risk and reward than were available under the previous model.

2017 RI Tech10 award winners announced

This year's Tech10 continues to distinguish Rhode Island's brightest entrepreneurs and technology professionals as well as showcasing organizations who are driving innovation and education across Rhode Island. Amongst the Next Tech Generation Recipients was Care New England's manager of desktop engineering, Keith Lee. Congratulations to Keith!

Tech Collective, Rhode Island's premier tech hub, in partnership with *Rhode Island Monthly*, announced its 2017 Tech10 Award recipients. The program honored 15 Rhode Island individuals and companies within 10 technology related categories. In addition to the 10 categories, the award ceremony will also recognize Tech10 Lifetime Achievement Award winner, Rick Norberg, CEO of Vertikal6, and the Next Tech Generation Award recipients, presented by Cox Business, who are being recognized as future leaders at their companies and within the tech community.

Honorees will be recognized at a celebration event on Thursday, Nov. 16 from 5:30 to 7:30 p.m. at the Squantum Association in East Providence, RI. This year's recipients are also profiled in the November issue of *Rhode Island Monthly*, which is on newsstands now.

Mayor Elorza announces PVD HealthWorks to strengthen health care and social assistance workforce

On Friday, Oct 20, Providence Mayor Jorge Elorza joined the City's Economic Opportunity Director Brian Hull, Rhode Island Department of Labor and Training (RIDLT) Director Scott Jensen, and representatives from Workforce Solutions of Providence/Cranston, Care New England, Lifespan Corporation, and Genesis Center at the Simulation Center at Women & Infants Hospital to announce **PVD HealthWorks**. The workforce partnership is made possible with a \$300,000 Real Jobs RI grant from RIDLT and will strengthen Providence's health care and social assistance workforce by connecting participants to workforce training, resources, and employment opportunities.

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“Health care is one of the largest industries in Rhode Island,” said Mayor Jorge Elorza. “This initiative will strengthen our workforce by providing pathways to good jobs for residents. This partnership will help us continue to provide economic opportunities for residents throughout our city.”

Real Jobs RI is a demand-driven, workforce and economic development initiative that convenes industry employers, key stakeholders, and groups in allied partnerships to address business workforce demands. It is designed to ensure that Rhode Island employers have the talent they need to compete and grow while providing targeted education and skills training for Rhode Island workers.

“Real Jobs RI is showing that we can invest in workers and employers at the same time—because competitive companies employing workers who are on a solid pathway to middle-class wages are the keystones of a strong and resilient economy,” said Governor Gina M. Raimondo. “With 81,000 workers and some of Rhode Island’s largest employers, health care is a critical component of our economy. I’m proud to partner with Mayor Elorza to help health care employers get the talent they need to grow and compete.”

The health care and social assistance industry is one of the largest employment sectors in the State and is the largest employer within the City of Providence. The sector has been affected by a documented labor shortage as well as a growing mismatch between workforce preparedness and the changing skills that will be required as the health care sector adapts to changing demographics and service delivery. Health care employers from across Rhode Island have underscored a large number of open positions for many occupations, including medical assistants, direct support professionals, and pharmacy technicians.

“Real Jobs RI helps employers train the right workers for the right jobs at the right time, and the PVD HealthWorks partnership has all of the workforce development pieces in place to do just that for the health care sector of our capital city,” said DLT Director Scott Jensen. “Governor Raimondo and I are excited to work alongside Mayor Elorza and the employers of Rhode Island’s biggest sector to strategically connect partners around shared needs, and match skilled healthcare and social assistance professionals with employers looking for top talent.”

There are additional challenges in recruiting and retaining qualified candidates, especially diverse, bicultural, and bilingual. The City has convened a collaboration of eight employer partners and eight community partners to develop the infrastructure necessary to understand the workforce needs of the employers and create strategic pipelines to generate a supply of highly qualified candidates for high demand positions.

PVD HealthWorks will strategically connect partners around shared needs and actively foster system solutions. It will create a unified intake and assessment process and toolbox for job seekers and will realize the hiring of a dedicated specialist with expertise in health care industries to partner with employers and training providers to increase participant recruitment and job placement. An online pre-registration portal will also be launched to allow job seekers to pre-register for job fairs, providing employers the ability to pre-screen applicants and identify potential employees more efficiently.

“We are eager to support workforce development in the City of Providence by collaborating to create a training pipeline for health care providers driven by industry demand,” said Jody Jencks, director of workforce development for Care New England. “We understand the need for a demand-driven, employer-led system that elevates the skills of the workforce while adapting to employer needs.”

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Top photo: Mayor Elorza speaks during event.

Bottom photo: Mayor Elorza alongside W&I staff.



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Insight from training partners and a survey of medical assistant training programs in the state and near the Massachusetts border also revealed that there is a wide variance in the skills and knowledge taught by different programs, resulting in candidates lacking key competencies for open positions. Employers are seeking a greater level of consistency and quality through this initiative.

“This is the type of program we have been waiting for! PVD Healthworks is one more step in the right direction for workforce development,” said Shannon Carroll, Genesis Center president and chief executive officer. “We need a coordinated system to create clear career pathways and opportunities for our residents. As a Real Pathways provider, we are now able to purposely and effectively link our existing health care training programs to higher level trainings that will allow our learners to progress on their career paths and access higher wage jobs while also providing employers with the candidates they need. I am confident PVD Healthworks will help accomplish this and make Rhode Island stronger.”

The partnership will match qualified professionals with employers facing workforce hiring challenges. The first phase of the program funds three cohorts of Direct Support and one cohort of Medical Assistant training for a total of 65 newly trained health care workers. Curricula for these training programs will align with employer defined needs, and the partnership will invest in the development of additional training modules to address common skill gaps.

Additional PVD HealthWorks partners include First Source Providence, CVS Health, Providence Community Health Center, Groden Network, ReFocus, CareLink, Comprehensive Community Action Program, Rhode Island College—Institute for Education in Healthcare, Apprenticeship RI, Community College of Rhode Island, Skills for Rhode Island’s Future, RI Nurses Institute Middle College, and Greater Providence Chamber of Commerce. The partnership will continue to engage new employer partners and convene stakeholders in various ways to identify workforce needs and solutions in the health care sector.

Providence residents seeking to apply for employment opportunities or more information about the partnership can register at <http://www.PVDhealthworks.com> or call the Mayor’s Center for City Services by dialing 311.

Ann Meers, RN, receives award from American Urogynecologic Society

Congratulations to Ann Meers, BS, RN, CCRC, research supervisor in the Division of Urogynecology and Reconstructive Pelvic Surgery at Women & Infants, who was recently presented with the Robin Haff Research Award by the American Urogynecologic Society (AUGS).



According to AUGS, this award is presented annually to an individual in recognition of outstanding and sustained contributions to female pelvic floor disorders research. The Robin Haff Research Award recognizes the important role that clinical research nurses and coordinators play in the clinical research process.

Meers has worked in women’s health research for two decades, with a particular focus on pelvic floor disorders. She has served as chair of the Research Coordinator Committee of the *Eunice Kennedy Shriver* National Institutes of Child Health and Human Development Pelvic Floor Disorders Network.

For more information

Women & Infants’ Division of Urogynecology and Reconstructive Pelvic Surgery <http://www.womenandinfants.org/urogynecology> or call (401) 430-8228.



VNA of Care New England—here to help

This month, the VNA of Rhode Island Home Care and Hospice announced they will be closing at the end of the year. It is important to clarify to our referrers, patients, and their families that the VNA of Care New England is a separate agency and is NOT closing.

The VNA of Care New England will continue to provide Rhode Islanders with quality health care in their homes, including a comprehensive line of cardiac, rehabilitative, palliative care, and hospice services. If you know someone who has been affected by the closure or is in need home health or hospice care, call (401) 737-6050 or visit <http://www.vnacarenewengland.org>.

Save the Date for an Autumn Affair

The VNA of Care New England will host a fundraising event on Tuesday, November 14 from 5:30 to 7:30 p.m. at the Roger Williams Park Botanical Center. Take in the beautiful and festive surroundings of this fantastic setting while savoring delicious hors d'oeuvres, cocktails, and musical entertainment.

For more details or for tickets (\$100 per individual ticket), please contact Cezarina (Sue) Jackson at cajackson@carene.org or call (401) 921-9508. 