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“You all have been a great audience. I have received countless emails over the years from many of you, and I have greatly appreciated them. It shows you care and are dedicated and committed to our future.”

Good day! It is a good day, but also somewhat of a sad day.

You see, this will be my last weekly message to each of you. As most of you know, I will officially be retiring effective December 31, 2017. It seems like yesterday that I arrived to CNE on August 1, 2011. My first weekly newsletter to you was on August 11, 2011. So, nonstop, I have authored 333 newsletters since then, never missing a week.

To me, communication, particularly during turbulent times, is crucial to the overall effectiveness of an organization. This can be achieved by written communications, managers walking around, town hall meetings, departmental staff meetings, monthly luncheons, and even personal one-on-one meetings. And that doesn't even include the countless leadership and management meetings that come with the territory.

During my time here, I have used all of these tools to continually let people know what we are doing and why. Without communication, individuals throughout our organization don't feel connected to our mission, vision, values, and to our strategy to meet the many challenges ahead. As we have at times reorganized in an effort to spread the responsibility of communication across an increasingly complex organization, I have found that I haven't been able to enjoy the personal contact I had with many of you earlier in my tenure, and I have missed that.

So, this has remained my favored vehicle to connect with you directly. In doing so, where we could, I have been transparent with important information that needed to be shared with you. The goal has always been to ensure that you hear things first from me before you read it in the press. With a few exceptions, I believe we have been able to do that.

Two ground rules for my communications have always been: No politics; and union/collective bargaining matters are best left to the bargaining table. Otherwise, everything else, unless confidential, is open for communication.

And you all have been a great audience. I have received countless emails over the years from many of you, and I have greatly appreciated them. It shows you care and are dedicated

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and committed to our future. Sometimes you would challenge me in this regard, and I greatly appreciated that. I endeavored to answer each email, either directly or by someone with greater knowledge on the issue.

Another great by-product of these communications is the familiarity we have developed with each other through this dialogue. Often while rounding through our various organizations, people would stop me and offer a comment on a newsletter topic because of this familiarity. It was like we knew each other. That has been truly heartening.

So, thank you for listening to me over these years, and for offering your personal advice to continually steady the ship going forward. I have found it helpful and at times truly inspiring!

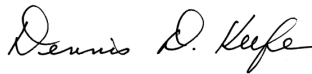
In closing, I remain very confident in our future, as we all have worked very hard over the past two years to point us in the right direction. We have strong and very capable leadership in place, starting with my successor, Dr. James Fanale, as well as Joe Iannoni, executive vice president and chief financial officer, and Alyssa Boss, executive vice president and general counsel, as well as the many other very talented individuals too numerous to count. You are in very good hands.

We have greatly stabilized our finances and are nearing a breakeven run rate for all operating units excluding Memorial. We have a plan in place for Memorial that will meet the needs of that community and help further stabilize our finances. We are a leader in population health for the entire region through Integra. And, I am very confident that our partnership discussions will result in a positive outcome.

And, of course, none of this could have been accomplished without each of you, the heart and soul of the organization. Be safe, be well, and continue to care as you always have.

And, keep in touch....

With great fondness,



Dennis D. Keefe
President and Chief Executive Officer

Butler Hospital holds event to benefit hospital environment

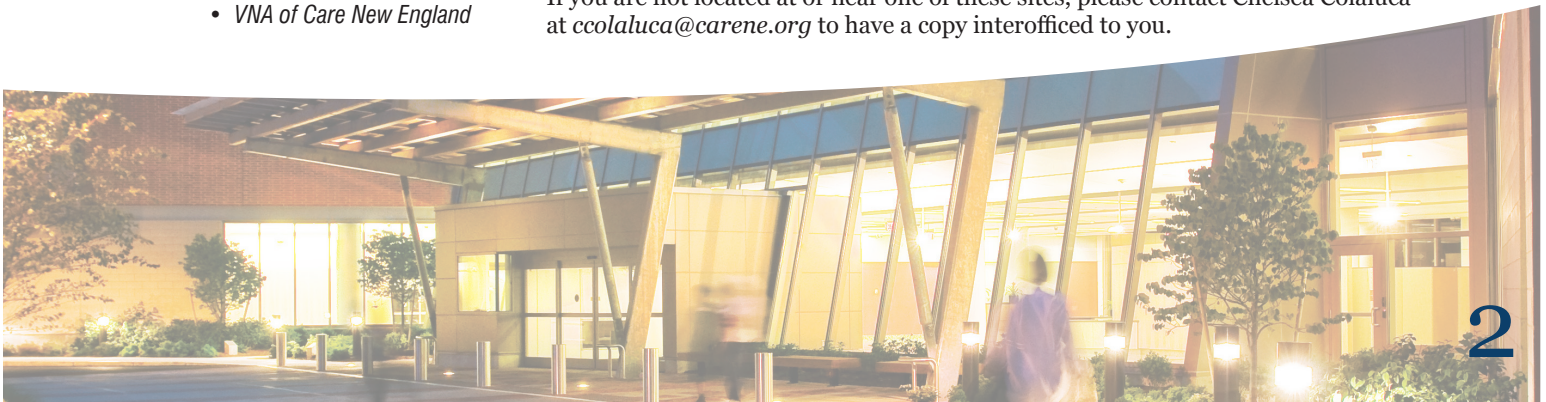
The Butler Art and History Committee's mission is to inventory, catalog, and archive items of historic importance and to install artwork throughout the campus to create an inviting and healing environment. On **Thursday, January 18 from 5:30 to 8 p.m.** at the Candita Clayton Gallery, the Committee will hold, "For our past and for our future," a fundraising event that includes refreshments, live music, an exhibit of the Committee's current projects, limited edition prints for sale, and a silent auction. Funds raised will support services dedicated to the preservation of Butler's rich history and support of art-based initiatives. Visit <http://www.butler.org/arthistorybenefit> to reserve your ticket.

2018 calendars are in!

The 2018 Care New England "year at a glance" wall calendars are in! Calendars are available at:

- *Butler Hospital*
 - Arboretum
- *Kent Hospital*
 - Dining Room
 - Human Resources
 - Library
- *The Providence Center*
- *Memorial Hospital*
- *Service Road*
- *VNA of Care New England*
- *Women & Infants Hospital and off-sites*
 - Reception desk in the South Pavilion lobby
 - Breast Health Center – One Blackstone, 2nd Floor
 - Brown Center for Children – 50 Holden Street
 - Center for Reproduction and Infertility – 90 Plain Street, 5th floor
 - Health Education – 300 Richmond Street
 - Urogynecology and Reconstructive Pelvic Surgery – 101 Plain Street, 5th floor
 - Obstetrics and Gynecology Care Center – 2 Dudley Street, 5th floor

If you are not located at or near one of these sites, please contact Chelsea Colaluca at ccolaluca@carene.org to have a copy interofficed to you.



We welcome

To the Women & Infants medical staff:

Heather A. Smith, MD, MPH

Division of Emergency Obstetrics and Gynecology at Women & Infants Hospital



A graduate of the University of Virginia and the Boston University School of Public Health, Dr. Smith earned her medical degree at the University of Massachusetts Medical School and a certificate of health sciences research at Yale University. She completed a residency in obstetrics and gynecology at Brigham and Women's Hospital—Massachusetts General Hospital and is a graduate of the Robert Wood Johnson Foundation Clinical Scholars Program at Yale.

Dr. Smith previously worked as a general obstetrician/gynecologist at Fair Haven Community Health Center in New Haven, CT, and at Yale New Haven Hospital. Most recently, she was at the Montefiore Medical Center in Bronx, NY, where she served as assistant professor, director of the Colposcopy Clinic, director of resident education, and was a fellow of the Einstein/Montefiore Patient-Centered Outcomes Research Institute. Dr. Smith is board certified in obstetrics and gynecology.

To the Kent Hospital medical staff:

David J. Goldberg, MD, FACC, FSCAI

Brigham and Women's Cardiovascular Associates at Care New England

Board certified in cardiovascular disease, interventional cardiology, and nuclear cardiology, Dr. Goldberg is on staff at Kent Hospital.

As part of Brigham and Women's Cardiovascular Associates at Care New England, Dr. Goldberg is focused on further developing the hospital's interventional services and assisting in the development of the STEMI (ST elevation myocardial infarction) program. He is a fellow of the American College of Cardiology and Society of Cardiology and Intervention.



Lauralyn B. Cannistra, MD

Brigham and Women's Cardiovascular Associates at Care New England



Lauralyn B. Cannistra, MD, is on staff at Kent Hospital and is a part of Brigham and Women's Cardiovascular Associates at Care New England.

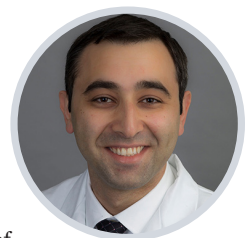
Board certified in cardiology and echocardiography, Dr. Cannistra specializes in noninvasive and consultative cardiology and cardiac rehabilitation. She is also a clinical associate professor of medicine at The Warren Alpert Medical School of Brown University. Dr. Cannistra studied at University of Connecticut School of Medicine. She then interned and completed her residency at Boston University Medical Center.

Ara Tachjian, MD

Brigham and Women's Cardiovascular Associates at Care New England

Dr. Tachjian is a non-invasive cardiologist on staff at Kent Hospital, as well as part of Brigham and Women's Cardiovascular Associates at Care New England. Dr. Tachjian is board certified in internal medicine, echocardiography, nuclear cardiology, and vascular interpretation, and has special expertise in advanced cardiac imaging modalities, including cardiac MRI and transesophageal echocardiography.

Dr. Tachjian is a member of the cardiovascular division at Brigham and Women's Hospital and is an instructor of medicine at Harvard Medical School. Dr. Tachjian is fluent in Arabic, Armenian, and English.



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Jennifer F. Jarbeau, MD

Brigham and Women's Cardiovascular Associates at Care New England



Dr. Jarbeau is a non-invasive cardiologist with Brigham and Women's Cardiovascular Associates at Care New England and sees patients at Kent Hospital. She has been practicing in RI since 2004 after completing her internal medicine residency and cardiovascular fellowship at the Lahey Clinic in Burlington, MA.

Dr. Jarbeau completed medical school at Hahnemann University in Philadelphia, PA. She also graduated cum laude from Boston College with a bachelor of science in biochemistry. Dr. Jarbeau is board certified in general cardiology, nuclear cardiology, and cardiac echocardiography. She has special interests in cardiovascular disease in women and preventive cardiology. Dr. Jarbeau is a fellow of the American College of Cardiology and on the Board of the American Heart Association of Southern New England.

Teresa Slomka, MD

Brigham and Women's Cardiovascular Associates at Care New England

Dr. Slomka is a non-invasive cardiologist on staff at Kent Hospital. She is board certified in internal medicine, nuclear cardiology, echocardiography, and vascular interpretation. Dr. Slomka specializes in non-invasive cardiology and cardiac imaging. Additionally, she has special expertise in preventive cardiology and managing complex lipid disorders. Dr. Slomka is a member of the cardiovascular division at Brigham and Women's Hospital and is an instructor of medicine at Harvard Medical School.



Lucas Beffa, MD

Care New England Hernia Center



Dr. Beffa the Care New England Hernia Center, which offers highly specialized, cutting edge, and evidence-based care for people with all types of hernias through a multidisciplinary approach that includes surgical care, post-operative recovery, and optimizing nutrition. He graduated from University of Missouri-Columbia, during which time he received multiple distinctions including: Michael DeBaakey Scholar in Cardiothoracic Surgery, 2011; Marion S. Deweese Excellence in Surgery recipient, 2011; Outstanding Resident Educator Award, 2013; Most Outstanding Resident Award, 2015; Outstanding Resident Educator Award, 2015; and Administrative Chief Resident, 2016. He then pursued a MIS (minimally-invasive surgery) fellowship at Greenville Health System.

Dr. Beffa is American Board of Surgery Certified and has also received certification for the Fundamentals of Laparoscopic Surgery (FLS), Fundamentals of Endoscopic Surgery, and Society of American Gastrointestinal and Endoscopic Surgeons Fellow. As a physician and minimally-invasive surgeon, he strives to exceed his patient's expectations, while delivering new surgical techniques to New England. He is committed to advancing the field of robotic surgery through innovative research and is currently pursuing research in robotic ventral hernia repair and pre-operative transversus abdominis plane TAP blocks for outpatient hernia surgery. He is an active member of the Americas Hernia Society, Society of American Gastrointestinal and Endoscopic Surgeons, and participates in the Americas Hernias Society Quality Collaborative. 