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DECEMBER 4, 2017 | VOLUME 7 | ISSUE 49



“We will continue to work to find opportunities for our staff where possible, while also working very closely with our patients to help them transition their care.”

Good day! I wanted to begin today by expressing my thanks and appreciation to Dr. Mike Dacey, president and COO, at Kent Hospital.

Last week it was announced that Mike will be leaving Care New England in January to pursue an excellent professional opportunity at Riverside Health System in Virginia.

I wish him well as I know all of you do as well. Mike has been a constant presence of clinical excellence and professionalism during his years of service here. He has helped lead the charge on some very important initiatives for the hospital and the system, and we are grateful. He has also served as a friend and mentor to so many. Our loss will certainly be Virginia's gain. In case you missed the announcement from Dr. Fanale last week I have included it below.

Last week also saw more movement as we seek approval for the closure of Memorial Hospital. While this continues to be a difficult and emotional process for many, this is the only viable solution. We are working very hard to complete this process while also being respectful and caring for our staff, patients, and the community.

Each week will continue to bring us closer to approval for final closure. It should not come as a surprise as more information is shared about programs and services that are winding down. This is part of the process and will be an ongoing and most likely, weekly occurrence. As I have said before, as we move forward, we will continue to work to find opportunities for our staff where possible, while also working very closely with our patients to help them transition their care.

A key aspect of last week was the Rhode Island Department of Health's public meeting in Pawtucket. This was an important opportunity for the community to come out and be heard on all aspects of our proposed plan. CNE appreciated the opportunity to share and also listen intently to what is being said so that we can proceed carefully and thoughtfully.

Finally today, I wanted to briefly mention our fourth quarter financial results. These were released publicly last week and as usual, received some media attention. Despite reported

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year-to-date losses of \$47.1 million, our FY 2017 Q4 report represents a significant financial improvement, reducing the loss to \$7.2 million in the last two quarters after losing \$39.9 million in the first two. Specific to the fourth quarter, CNE reported a loss of just \$700,000.

It is important to note that Memorial Hospital continues to represent the system's most significant source of losses, totaling \$21.5 million for the year and \$9.6 million of the \$7.2 million second half losses, underscoring the difficult yet necessary decision to seek closure of the hospital.

Much work remains, but we are seeing positive results thanks to your focus and determination.

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Important message from James E. Fanale, MD

I am writing today to inform you that Mike Dacey, MD, MS, FACP, president and chief operating officer at Kent Hospital, will be leaving his role effective January 8, 2018 to serve in the role of executive vice president and chief clinical operating officer at Riverside Health System, located in Newport News, Virginia.

Mike has served Kent Hospital and more recently, Care New England, for the past 17 years, beginning his career here as the Kent ICU medical director and serving in other roles including director, Kent Inpatient Medicine Group; chief medical officer and senior vice president for medical affairs at Kent; senior vice president and chief clinical integration officer for Care New England; interim president at Memorial Hospital; and currently, as Kent president and chief operating officer.

Mike has long been respected for his clinical work as an intensivist and for bringing that expertise and patient-focused approach to his leadership roles. Most notably, during his time as Kent president, Mike was responsible for leading the effort to secure regulatory approval and implementation of elective and emergency angioplasty. Additionally, he was instrumental in the establishment and growth of the CNE Surgical Weight Loss Program, development of a thoracic

surgery collaboration with Brigham and Women's Hospital in Boston, as well as operational improvements at Kent. Mike also serves as the vice chair of the Hospital Association of Rhode Island and is chair elect.

In working with Mike, his dedication and commitment to improving both Kent and CNE has been abundantly clear. He has been a proponent for positive change across the system and with opportunities for new clinical endeavors and future partnerships that will help shape our organization for many years to come. I have enjoyed working with Mike and appreciate all of his support and many contributions. I look forward to updating you on Kent's future leadership soon.

In his new role, Mike will oversee seven hospitals with 1,700 beds, more than 10,000 employees and 600 employed physicians. This represents an exciting new challenge and a tremendous professional opportunity for him. Please join me in both thanking Mike for his years of dedication and service here and wishing him well in this new opportunity.

Sincerely,
James E. Fanale, MD
EVP, Chief Operating Officer and Chief Clinical Officer

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Thank you and have a good week ahead.

Sincerely,

Dennis D. Keefe

Dennis D. Keefe
President and Chief Executive Officer



The future of nursing at Care New England

During the months of September and October, Care New England (CNE) nursing leadership held a dozen focus group sessions with more than 80 direct care nurses from all operating units. During the sessions, nurses described their vision for the future of nursing at CNE, and shared what aspects of the work they are currently doing provides engagement and high satisfaction. The participants provided honest feedback of their perception of the current patient care environment in their work settings, and made recommendations to enhance the quality of patient care in our health care system.



In late December, preliminary findings of the focus group sessions will be shared with participants, with results distributed more broadly in early 2018. As qualitative research, the report will outline overarching themes and patterns in responses across the groups. This process will inform the development of a professional nursing practice model for CNE, outlining the values and goals that define CNE's professional nursing identity, and documenting how nursing contributes to the organization. As the practice model evolves, focus group participants will be updated.

The project sponsor is the Nursing Strategic Plan Engagement Work Group, led by Julie Spirito, RN, Women & Infants and Cindy Bielecki, RN, VNA of Care New England. The focus group facilitators were Nurse Scientist Kathleen Hawes, PhD, RN, and CNE Executive Director of Professional Development Lauren Thorngate, PhD, RN, CCRN-K. The strategic planning initiative is led by chief nursing officers Charlie Alexandre, PhD, RN, CPHQ, Butler Hospital; Sherry Nelson, JD, MS, RN, Kent Hospital; Kathy Peirce, RN, BSN, MS, VNA of Care New England; Matt Quin, RN, MSN, Women & Infants Hospital; and Deb O'Brien, BS, RN, MPA, The Providence Center.

The Providence Center honors Maggie Chadwick



On November 17, 2017, The Providence Center honored longtime supporter Maggie Chadwick, recognizing her as a Partner in Philanthropy at the Association of Fundraising Professionals RI Chapter's National Philanthropy Day. A Partner in Philanthropy is a person or business which has furthered the achievement of the non-profit organization's mission through significant generosity, outstanding leadership, or exemplary volunteer contributions.

Since 2000, Chadwick has served on TPC's Board of Trustees, Finance Committee, and Patient Care Committee. She has also made generous contributions to new projects and has been instrumental in introducing new supporters to the organization.

Governor proclaims RI Apprenticeship Week

National Apprenticeship Week (NAW) provides leaders in business, labor, education, community organizations and government an opportunity to celebrate advances within Registered Apprenticeship. For the second year, a presidential proclamation established NAW, providing apprenticeship sponsors, such as Care New England, the opportunity to showcase their programs, facilities, and apprentices. Events during the week highlight the benefits of apprenticeship in preparing a highly-skilled workforce to meet the talent needs of employers across diverse industries.



Governor Gina Raimondo proclaimed November 13-19, 2017 as Apprenticeship Week in Rhode Island in conjunction with NAW, and provided special recognition to Building Futures' Apprenticeship Rhode Island effort for its role in developing innovative non-construction registered apprenticeships. Working in tandem with the Real Jobs RI team, the Governor's Workforce Board and many others, Apprenticeship Rhode Island has combined post-secondary education with employment, leading to family sustaining careers and nationally portable credentials in multiple industries, such as health care and IT.

Pictured with Governor Gina Raimondo from left to right: Andrew L. Cortés, executive director of Building Futures/Apprenticeship RI; Gregory Mancini Esq., chair of Building Futures' Board of Directors; Amy Weinstein, employer liaison at Apprenticeship RI; David Balasco, senior director, Government Relations at Lifespan; Jody Jencks, director of Workforce Development at Care New England; Ken Richardson, Building Futures' Board; Lisa Abbott, senior V.P. of Human Resources at Lifespan; Sandra Powell, Building Futures' Board; Scott Jensen, director R.I. Dept. Labor & Training; Scott Duhamel of Building Futures' Board.



VNA of Care New England receives national recognition



The VNA of Care New England has been named a Top Agency of the 2017 HomeCare Elite®, a recognition of the top-performing home health agencies in the U.S. For 12 years, HomeCare Elite has annually identified the top 25 percent of Medicare-certified agencies and highlighted the top 100 and top 500 agencies overall.

The ranking is developed by ABILITY® Network, a leading information technology company helping providers and payers simplify the administrative and clinical complexities of health care; and sponsored by DecisionHealth, publisher of Home Health Line and the Complete Home Health ICD-10-CM Diagnosis Coding Manual.

“We are so proud of this honor and to be recognized among some of the best home care providers in our country. It has been our privilege to serve the home health and hospice needs of Rhode Island for decades. This recognition is an acknowledgement of the extraordinary level of high quality, compassionate care that we provide each and every day,” said Kathleen Peirce, RN, BSN, MS, executive director of the VNA of Care New England.

“The team at the VNA of Care New England has demonstrated an impressive ability to deliver great patient care,” said Christine Lang, senior director for ABILITY Network. “This is due to the skill and dedication of their clinical professionals, as well as the proficiency and efforts of their quality team tracking, measuring and interpreting the data that supports the delivery of care. Together, they have earned this recognition as one of the top home care agencies in the country.”

“Congratulations to those leading agencies that earned a spot on HomeCare Elite,” said Marci Heydt, senior content manager for DecisionHealth. “The VNA of Care New England and its peers have worked hard to improve quality outcomes while maintaining solid profit margins, which is increasingly difficult as home health agencies faced increased regulatory burdens each year.”

HomeCare Elite agencies are determined by an analysis of performance measures in quality outcomes, best practices implementation, patient experience (HHCAHPS), quality improvement and consistency, and financial health. In order to be considered, an agency must be Medicare-certified and have data for at least three outcomes in Home Health Compare. Out of 9,064 agencies considered, 2,268 are recognized on the 2017 HomeCare Elite winners list overall.

Kent and Women & Infants hospitals recognized for promoting organ, eye, and tissue donation

Kent and Women & Infants hospitals were among a select group of hospitals nationwide recognized for promoting enrollment in state organ donor registries in a national campaign sponsored by the U.S. Department of Health and Human Services’ Health Resources and Services Administration (HRSA). The campaign has added more than 400,000 donor enrollments to state registries nationwide.

Both hospitals conducted awareness and registry campaigns to educate staff, patients, visitors, and community members about the critical need for organ, eye, and tissue donors and, by doing so, increased the number of potential donors on the state’s donor registry. Kent and Women & Infants earned points for each activity implemented between October 2016 and April 2017 and both hospitals were awarded the bronze recognition through the HRSA Workplace Partnership for Life Hospital Campaign. Of the 1,102 hospitals and transplant centers participating in the campaign, 218 bronze awards were awarded during this phase of the campaign.

Increasing organ donor registries is a special effort of HRSA’s Workplace Partnership for Life to mobilize the nation’s hospitals to increase the number of people in the country who are registered organ, eye, and tissue donors and ultimately, the number of organs available for transplant. The national campaign unites donation advocates at hospitals with representatives from their local organ procurement organizations, Donate Life America affiliates, and state and regional hospital associations. Working together, the teams leverage their communications resources and outreach efforts to most effectively spread word of the critical need for donors. 

