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“This is a challenging and difficult time for us all. But I also believe this is a time that presents the potential for great opportunity and success.”

Good Day!

In this issue:



This is certainly a dynamic time for all of us here at Care New England. I realize this period of change brings with it feelings of uncertainty, frustration, fear and of course, many questions. When you personally read or hear about our restructuring from your managers, co-workers and friends it can be difficult to understand. When you see it on the news or read about it in the papers, it is troubling and even scary.

We are not alone in this challenge. In fact, the health care industry nationwide is experiencing similar issues. But it's the issues affecting us directly, on a personal level, that are most important to discuss today. With that in mind, I want to try and provide some additional context to help clarify recent announcements and try to dispel rumors that often accompany times of change.

Beginning here today, and each week thereafter, I will update you as much as possible on relevant issues related to CNE's finances and other organizational issues, plans for Memorial Hospital, and broader system partnership developments. But instead of simply dedicating my weekly column to one long form topic for discussion and exploration, I think it might be useful to approach my update in more of a blog format. We all recognize the importance of sharing and receiving important, useful and interesting information in a timely manner. I believe this slightly new format will allow for just that and does it in a manner keeping with how we all prefer to receive our information.

Organizational Restructuring

First and foremost, I want to directly address the rumor that more corporate restructuring and reductions are in the works. Let me just say that there is nothing further planned at this time. While we can never be 100 percent certain what new challenges might arise, I believe we have completed this difficult task.

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The decisions and changes that have taken place over the last several weeks have not been easy nor do we take them lightly. As I have previously said, while challenging, these changes have all been part of a long-term, established strategic plan developed to reduce overhead costs, increase efficiencies in the way we are organized and manage departments, all while dealing with the variability and often unpredictability of patient volume.

As I believe you are aware, much of the recent change affected our corporate services departments, an area of the organization that simply was not part of the earlier review and restructuring efforts. This was delayed when we were in partnership negotiations with Southcoast Health to better assess how both organizations would blend similar functions. As you know, we did not pursue that partnership and, as a result, moved forward with the internal review and restructuring we just completed.

Looking ahead, we must continue to keep a very close eye on our patient volume. We know the respiratory season was delayed and have seen some turnaround there. While fewer NICU babies are certainly a great thing, this has significantly impacted our budget predictions and has resulted in significant losses in revenue. Through the first quarter of Fiscal Year 2017 (October through December), we are off budget by about \$10 million. We continue to work closely with all of the presidents and leadership teams across the system to monitor, update and take action on strategic work plans that we are hopeful will bring us back on track.

Memorial Hospital

The Memorial Hospital question is one of great importance. Its ultimate outcome is still undecided but I am hopeful we will decide on a definitive direction very soon. I want to take a moment and personally express my gratitude and appreciation for everyone at Memorial who is working hard to continue the care, maintaining the facility and serving the community. I know you come to work each day ready to do your job, and I also know you are eager to know what is next. So let me update everyone.

Care New England is working closely with SOLIC Capital, a consultant who specializes in dealing with distressed properties. At the last CNE Board meeting in February, Joseph Oriti, a SOLIC representative who is serving as chief administrative officer at Memorial, updated members on the range of options available. I have always indicated we would explore all options including closure, repurposed use, partnership and sale. At that meeting, the Board members expressed confidence in the process and progress made to date, and asked for a formal recommendation on next steps as early as its March meeting.

Pending these next steps, no formal action has yet to be taken in pursuit of any of the options I have mentioned. I have said publicly and privately that sale is one of those options being evaluated with interested parties. It is my sincere hope that very soon I will be able to announce to all of you the formal recommendations we will pursue. You should know, however, the formalities of business agreements of this complexity require letters of intent, non-disclosure agreements and other legal documentation that may prevent my ability to fully share all aspects of our next steps. Ultimately, I hope we can find the best possible solution for Memorial Hospital, one that preserves the core mission, while proving positive for the dedicated employees there.

System Partnership

Lastly, I would like to briefly update you on efforts surrounding the search for a system partner. Since we ended our talks with Southcoast, I have personally worked closely with a small leadership team from the Board to quickly determine a short list of viable partners with whom we might enter into an official agreement to more formally explore a partnership. Throughout this process, we have been open to and are entertaining discussions with a number of health care organizations—local, regional, national, for-profit

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and not-for-profit. Much like the status of Memorial, there are currently no formal agreements in place, nor is there any definitive next step ready to be announced. I will say that we are moving with haste to secure the best possible short list—perhaps just one or two—of health care organizations with which to further our discussions.

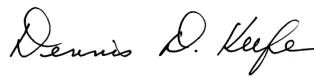
The benefits of finding a strategic partner are critical to the important and lifesaving work we do across the system each day. Among the many benefits, one of the most important is the need to reinvest in our infrastructure—the bricks and mortar, patient units, new technology, fixing broken elevators, and creating a care environment that best promotes quality measures, higher standards of care and ultimately, healing. A partner will make that possible and will help infuse much-needed capital, allowing us to move ahead with these necessities.

I look forward to making progress on our partnership plans in the foreseeable future, and I will update you as best I can.

In closing, while I am sure it doesn't answer all of your questions and concerns, I hope you find this update helpful and informative. I want to reiterate what I said from the beginning—this is a challenging and difficult time for us all. But I also believe this is a time that presents the potential for great opportunity and success. We have an opportunity to strategically position Care New England for its next important chapter—one that I know will continue to highlight the hard work and dedication of all of you, in tough times and times of great accomplishment. Thank you again for all you do each and every day. I look forward to speaking with you again next week.

Have a great week ahead!

Sincerely,



Dennis D. Keefe
President and Chief Executive Officer



Anchor presents at Addiction Policy Forum conference in Washington, D.C.

The Providence Center's Michelle Harter and George O'Toole, on behalf of Anchor Recovery Center, recently made a presentation at the conference "Promoting a Comprehensive Response to the Opioid Epidemic: Funding, Effective Design and Implementation, Research and Evaluation." The conference was held by the Addiction Policy Forum, which recently recognized the Anchor ED Program in its "Focus on Innovation" series.

Harter and O'Toole also attended CARA Family Day, named after the Comprehensive Addiction and Recovery Act (CARA), an annual event that brings together families directly affected by addiction from all over the United States to advocate on behalf of addiction resources and raise awareness to help end the stigma surrounding this disease. The Anchor ED Program received the 2017 "Pillar of Excellence" award at the event.



Anchor

Recovery Community Center
peer-to-peer support services

"Anchor is proud to be recognized alongside great organizations from around the country that are putting forward solutions to the opioid epidemic," said Harter.



Women & Infants and Rhode Island Breastfeeding Coalition present educational conference

The Rhode Island Breastfeeding Coalition, in partnership with Women & Infants Hospital, will present “Today’s Tools for Tomorrow’s Success” on Thursday, April 6 from 8 a.m. to 5 p.m., in the Malcolm and Elizabeth Chace Education Center, Women & Infants, South Pavilion. The program includes several presentations:

- “Evidence-Based Breastfeeding: What’s New?” with Cynthia Zembo, RN, BSN, IBCLC.
- “Breastfeeding the Opiate Exposed Infant: Best Care Practice” with Kristen Brown, MAT, MS, RN, CPNP, IBCLC and Melissa Moreau, MSN, RN, NP-C, IBCLC.
- “To Clip or Not to Clip: Assessing and Treating Tongue-Tie” with Alison K. Hazelbaker, PhD, IBCLC, FILCA, CST, RCST.



The cost is \$135 and \$68 for nursing students. Continuing education credits are pending. Register online at <http://conta.cc/2nl3UV3>.

Kent Hospital’s Breast Health Center and Women’s Care Center host spring fashion show

The Kent Hospital Breast Health Center and Women’s Care Center is hosting a spring fashion show and luncheon, “April in Paris.” This event will take place on Saturday, April 8, 2017, at Quidnessett Country Club in North Kingstown. Doors will open at 11 a.m. for shopping from an array of vendors, lunch, and a variety of raffles.

Proceeds from the fashion show will benefit both the Breast Health Center and Women’s Care Center. The fashion show, set to begin at 12 p.m., will feature the latest trends by dress barn and Erina Boutique.

Tickets are \$35 per person. For ticket information, contact Kimberley Iannitelli at (401)736-4564 or at KIannitelli@kentri.org.



Hospice Care at VNA of Care New England offers Grief Support Group

Grieving is a personal and highly individual experience. How a person grieves depends on many factors, including personality and coping style, life experience, faith and the nature of the loss. The grieving process takes time, and healing happens gradually. Coming together with others who share similar feelings and thoughts is proven to be beneficial in the grieving process.

To help those who have experienced the loss of a loved one, [Hospice Care](#) at the VNA of Care New England offers a [Grief Support Group](#). The next six-session series will be held at 2 p.m. on Thursdays from March 23 through April 27 at the Pilgrim Senior Center, 27 Pilgrim Parkway, Warwick. Sessions are facilitated by Hospice Chaplain The Rev. Paula Toland and Hospice Bereavement Coordinator Kiel Mitchell.

{ To register or for more information, please
call Mitchell at (401) 737-6050 or email
kwmitchell@vnacarenewengland.org. }



Butler Hospital's Self-Portrait Project to be exhibited at CCRI-Lincoln

The Community College of Rhode Island (CCRI) Lincoln announced the upcoming exhibit of the Butler Hospital self-portrait project "Portraits of Hope, Healing and Community" at its Flanagan Gallery. The self-portrait exhibit, originally displayed in the arboretum at Butler, has been invited by CCRI to be seen by the larger Rhode Island community in what is hoped to be the first destination for a state-wide travelling exhibit before a permanent installation at Butler.



The exhibit features the 121 anonymous self-portraits made with torn magazines, as well as personal statements detailing what the individuals were proud of or what made them unique. Each image was created by a member of the Butler community (staff, patients, volunteers, and visitors) last fall. As with the display in the arboretum, there will be a closing reception on Thursday, April 6 from 4 to 6 p.m., at which the originators of this project, artist Laura White Carpenter, an occupational therapist on the senior treatment unit, and artist and writer Wendy Grossman, an activities therapist on the Intensive Treatment Unit on Riverview 3, will speak.

Memorial physician edits new textbook on Health System Science

Jeffrey Borkan, MD, PhD, chief and chair of the Department of Family Medicine at Care New England, served as co-editor and a chapter author of the new textbook *Health Systems Science*, published by the American Medical Association (AMA) and Elsevier.



Health systems science—which includes improving health care quality, increasing the value of care provided, enhancing patient safety, delivering population-based medical care, working collaboratively in teams, and recognizing and social determinants of health—represents the third pillar of medical education and complements the basic and clinical sciences.

"This is a guide that presents a formal strategy medical schools can use to ensure that future physicians learn how to deliver patient-centered care in a modern health system environment," Dr. Borkan explains.

His involvement is closely tied to the receipt of a \$1-million AMA grant to the Primary Care-Population Health Program (2014 to 2019). Brown has been recognized for its integration of health system science, which Dr. Borkan calls a "necessary third science" in today's health care environment and in the education of medical students.

Happy Heart Walk season!

THANK YOU for the many hours you committed to fundraising for the 2016 Southern New England Heart Walk. Thanks to your support, the American Heart Association was able to fund \$2.2 million in lifesaving research, advocate for health and save lives in Rhode Island. We could not have done it without you!

Today marks 88 days until the Southern New England Heart Walk, taking place on Sunday, June 4 at Station Park, Providence, RI. I am excited to announce that Tish Devaney, Vice President of Human Resources, will be leading team Care New England in our goal to raise \$100,000 for the American Heart Association.



We invite everyone to join us in taking a stand against heart disease and stroke, and raising hope for a healthier future right here in Southern New England! Stay tuned for updates in April on starting and/or joining a fundraising team! Visit <http://sneheartwalk.org> for more information. 