
From the desk of the CMO

I'd like to share a patient story I heard recently. A man, about 50 years old, had been at home with his wife when he lost consciousness. His wife (not medically trained, except for CPR) found that he was pulseless, began CPR, and called 911. The patient was brought to the Bridgeport Hospital Milford Campus Emergency Department, admitted to the ICU and cooled. He was initially unresponsive, and his family was devastated. He was carefully attended to in the Milford Campus ICU, and after weeks, he recovered and was able to be discharged home, fully and cognitively intact. I found this to be a testament to the quality of care provided on our Milford Campus and to the comprehensiveness of the type of care available.

Thank you to those who attended our first joint medical staff reception July 17, for physicians who have historically aligned with Milford Hospital as well as those historically aligned with Bridgeport Hospital. The event marked the integration of a single medical staff across two campuses. I hope you'll be able to join us for our next reception, likely in September, welcoming all of the Bridgeport Hospital Medical Staff.

Ryan O'Connell, MD, Interim Chief Medical Officer

YNHHS clinical redesign project aims to strengthen and streamline sepsis treatment

Sepsis is a life-threatening illness that can affect any patient – inside and outside of the hospital. Nationwide, more than a million people a year get sepsis, which is an extreme immune response to an infection. It occurs when the body releases chemicals into the blood to fight the infection, triggering widespread inflammation. Without timely treatment, sepsis can cause a number of complications, including organ failure and death.

In the past, Yale New Haven Health's delivery networks have taken different approaches to identifying and treating sepsis. That changed last December, when 80 people from throughout the health system formally launched a sepsis clinical redesign project.

The project focuses on quickly identifying and effectively managing patients who come to the emergency departments with sepsis or develop sepsis in an inpatient area. The project also aims to decrease sepsis-related deaths among inpatients.

One of the first project components to launch are "bundles" – sets of specific protocols and procedures for identifying and treating sepsis patients. These bundles include evidence-based practices research has shown to be effective, including best practices from different YNHHS delivery networks and national guidelines.

The clinical redesign teams have implemented a change in Epic that makes it faster and easier for providers to order the care bundles because "time is critical" for patients with sepsis, said Jennifer Johnson, APRN, a consultant with YNHHS' Office of Strategy Management (OSM). She and OSM consultant Anesta Williams, RN, lead the sepsis clinical redesign teams, which also include physicians, advanced practice providers and representatives from the Laboratory, Nursing, Pharmacy, Information Technology Services and other departments. The ED and inpatient groups also have Patient and Family Advisory Council (PFAC) members.

PFAC member Pat Caruso, who is on the ED group, brings unique qualifications to the project. Twice she had sepsis related to cancer treatment. She's also a retired nurse with experience in emergency and critical care and safety and quality.

The clinical redesign teams are implementing other components of the project and will gather data to assess its effectiveness.

U.S. News & World Report places YNHHS on national honor roll as one of the top 20 hospitals in the US

Yale New Haven Hospital (YNHH) continues to rank among the top U.S. hospitals with its placement on this year's *U.S. News & World Report's* national Honor Roll – among the top 20 hospitals in the nation. Of the nearly 5,000 hospitals surveyed in their annual "America's Best Hospitals" list, YNHHS ranks nationally in 12 of 16 specialties.

In each of the 12 specialties, YNHHS gained greater national prominence over last year's rankings. Psychiatry (#9) is now ranked in the nation's top 10, while Geriatrics and Pulmonology are both ranked at #16. Ear, Nose and Throat (#19), Kidney Disorders (#20), Diabetes and Endocrinology (#24), Urology (#30), Neurology and Neurosurgery (#38), Gynecology (#39), Gastroenterology and Cancer (#45 each) and Heart and Heart Surgery (#48).

According to *U.S. News & World Report*, hard numbers support the rankings in most specialties – death rates, patient safety, procedure volume and other objective data. The entire national listing is available online at www.usnews.com/best-hospitals.

YNHHS introduces MyChart Billing

With the launch of MyChart Billing, patients can now access clinical and financial information in one secure location via Yale New Haven Health's MyChart online patient portal. In addition to using the portal's many other features, patients can now manage healthcare balances within MyChart. From the MyChart login page, patients may choose to pay their bills as a guest, but are encouraged to sign up for an account to access features including most laboratory and test results, medical history and appointment information, as well as to request and schedule appointments with their physicians.

Tuberculosis surveillance

Mark Russi, MD, medical director, YNHHS Wellness and Employee Population Health, recently notified employees that in response to recent changes in Center for Disease Control (CDC) guidance for tuberculosis surveillance among healthcare workers, YNHHS is eliminating the requirement that YNHHS employees complete annual PPD (tuberculin) or IGRA (interferon gamma release assay) testing.

New employees will still be required to complete PPD or IGRA testing at the time of initial employment. PPD or IGRA testing will also continue to be carried out whenever an unprotected exposure (as identified by YNHHS Infection Prevention) occurs with an immediate post-exposure test and follow-up testing eight to 10 weeks later.

Employees who carry out clinical rotations in areas of the world endemic for tuberculosis (sites other than United States, Canada, New Zealand, Australia and Western Europe) should have a pre-departure PPD or IGRA test done, as well as a follow-up test eight to 10 weeks after return.

YNHHS Occupational Health Clinics will continue to be available to perform such testing.

Wound Science Symposium set for September 13

The 5th Annual Wound Science Symposium will be Sept. 13, 7:30 am - 4 pm, Trumbull Marriott, 180 Hawley Lane. The keynote speaker is Jeffrey Levine, MD, AGSF, CMD, a nationally recognized expert in wound care, pressure injuries and geriatrics. The symposium is hosted by the Wound Centers of Bridgeport Hospital, Greenwich Hospital, Lawrence + Memorial Hospital and Yale New Haven Hospital. Contact hours/CME credits available. Call for early registration: 888-357-2396.

Affordable Care Act conference September 26-27

The Affordable Care Act at 10 looks at 10 years of the ACA by bringing together major players in its implementation along with an analysis of the law. Speakers include former White House Chief of Staff Rahm Emanuel; former HHS Secretary Kathleen Sebelius; former Solicitors General Don Verrilli and Paul Clement; former Majority Leader Eric Cantor; and additional academics, policymakers and lawyers. Presenters will reflect on the policy, legal and political advances and challenges that a decade of the ACA has brought.

The conference, hosted by Yale Law School, takes place at the Sterling Law Building, 127 Wall St., New Haven. It begins at 4:30 pm on Thursday, September 26 and continues from 8:45 am - 6 pm on Friday, September 27.

The event is free and open to the public, but registration is required. CLE credit is available. For more information and to register, visit law.yale.edu/solomon-center.

Two new programs help patient, community eat healthy

Bridgeport Hospital has partnered with the Connecticut Food Bank to host the Mobile Food Pantry once a month. Every third Tuesday, the truck parks behind the former School of Nursing and distributes free, nutritious food from 5:30 - 6:30 pm. The program is open to patients, families and neighbors from the surrounding community. Participants are asked to bring their own reusable bags.

In addition, Bridgeport Hospital now hosts a weekly farm stand every Thursday from 3:30 - 6:30 pm through October 10, outside the main entrance in the Grant Street Plaza. The farm stand offers fresh produce for purchase from Smith's Acres Farm in Niantic. The farm stand is open to staff, visitors, patients and the community and accepts cash, credit and debit cards, SNAP/EBT, WIC and senior checks.

For more information on either program, contact Gina Smith at 203-384-3946 or gina.smith@ynhh.org.

Caregivers honored by patients

The Bridgeport Hospital Foundation announced the following clinical staff members who were recognized by patients in June with a gift to the Honor Your Caregiver program: Michele Attard, LMT (eight gifts in her honor); Bridgeport Hospital West Tower 6 Nurses; Neal Fischbach, MD; Marcy Furano, LMT; George Kelly, RN; Laura Pennock.

Spotlight on Honor Your Caregiver

The Bridgeport Hospital Foundation Honor Your Caregiver program has received over 50 gifts so far in 2019 from grateful patients who expressed their appreciation for the wonderful care provided to them by a staff member by making a donation to the Bridgeport Hospital Foundation. Thank you to the physicians who support this program by displaying brochures in their offices.

If you would like to promote the Honor Your Caregiver program or have your supplies replenished, please contact Melissa Silver, manager, Donor Engagement and Events, Bridgeport Hospital Foundation at 203-384-3700 or melissa.silver@ynhh.org.

Newsmakers



Alan Friedman, MD, has been named chief medical experience officer for Yale New Haven Health. In this role, he will provide medical leadership for the patient experience and physician experience. Dr. Friedman is a professor of pediatrics (cardiology) at Yale School of Medicine and will continue to oversee the Medical Staff Professionalism Peer Review Process and CLEAR (Communication Leads to EArly Resolution) Program. He joined Yale New Haven Hospital in 1991 as a pediatric cardiology fellow and has served in a number of roles, including president of the YNHH Medical Staff, director of the Pediatric Residency Program and interim chief of Pediatric Cardiology. He was most recently medical director for Medical Affairs, YNHH. Dr. Friedman earned his medical degree from Wayne State University and completed his pediatric residency at Children's Memorial Hospital/Northwestern University in Chicago.

Elena Gutman, MD, has been appointed medical director of Accreditation and Regulatory Affairs for Yale New Haven Health. In this position Dr. Gutman will provide medical leadership and oversight primarily to ensure hospital licensure, accreditation, and CMS certification across the health system, in addition to other regulatory requirements. Dr. Gutman joins the Office of the Chief Quality Officer and will report to Steven Choi, MD, in this new role. Dr. Gutman joined the Yale School of Medicine Department of Anesthesiology as a faculty member in 2015 and is currently an assistant professor.

Emily Weisz, PharmD, recently began her role as a clinical pharmacist specialist, Infectious Diseases. She obtained her Doctor of Pharmacy from the University of Georgia College of Pharmacy and is board-certified in Infectious Diseases. Prior to coming to Bridgeport Hospital, Dr. Weisz was the clinical pharmacy specialist in Infectious Diseases at Lee Health. She will be responsible for coordinating antimicrobial stewardship activities as well as antimicrobial monitoring and education.

Information security tip: Don't risk losing it all

Do not save files to your local workstation, especially those containing protected health information (PHI) and personally identifiable information (PII). These should be saved to your file share. Local workstations are not backed up, so you risk losing your work.

Hot Topics

The next Hot Topics breakfast will be Monday, September 9, 7:30 - 9 am in the Medical Staff Lounge. The speaker will be Nita Ahuja, MD, chief of Surgery, Yale New Haven Hospital and chair, department of Surgery, Yale School of Medicine.

Newsletter submissions

Deadline for submission for the September 2019 issue of *Medical Staff News* is Friday, August 23. Please submit items to Ryan O'Connell, MD, at ryan.o'connell@bpthosp.org or Myra Stanley at myra.stanley@ynhh.org.

YNHHS Grants Resource Office helps ideas GRO

Yale New Haven Health has an experienced team available to assist its hospitals and other corporate members with identifying and submitting state and federal grants. These grants support new ideas to further health system initiatives related to improving the delivery of care, advancing process change, reducing costs and addressing population health.

The Grants Resource Office (GRO) team has recently expanded capacity for even greater full-service supports and provides oversight of all YNHHS and its affiliate organizations' grants, including sub-awards where YNHHS provides services as part of another organization's grant submission.

For more information, visit the Grants Resource Office department site on the intranet (under the departments tab) or send an email to grantsGMB@ynhh.org.

Medical Staff Executive Committee July 1, 2019

Pamela Scagliarini, executive vice president and chief operating officer: Profit and loss statement for May – operating margin was very high, at 10.7 percent. Although the OR is a bit down, outpatient cases were strong, especially rich in cases with high contribution margins.

Length of stay remains a persistent issue; cash on hand has dropped; strong outpatient results helping to drive a positive performance.

The approximate cost of the (Milford Campus) acquisition was \$68 million. About \$5 million is slated for capital equipment in the near term. Pensions are funded.

Ryan O'Connell, MD, interim chief medical officer: The Milford Campus continues as an acute-care hospital. Geriatrics and palliative care will be a core, long-range destination service. The campus will be age-friendly. Psychiatry needs to see an expansion of its staff, but is already covering the service at the MC. Tele-stroke and tele-neurology are already in place. ENT coverage for the ED is an issue. Emergencies will be sent to New Haven or to Grant Street. Yale Radiology covers via tele-radiology. Pathology is covered by Quest, which will terminate when Yale Pathology has recruited additional faculty for BH.

Kristen Edwards, MD, presented a discussion of the Physician Wellness Consortium survey of physicians. The consortium and the survey use the Stanford model, with interconnected factors of a culture of wellness, efficiency of practice and personal resilience all contributing to professional fulfillment. YNHHS had similar metrics to other academic health systems. BH had more favorable results relative to the system.

Kenneth Lipow, MD, president, Medical Staff: Welcomed Drs. Vijay Chhabra and Victor Morris to the MSEC. Dr. Chhabra, a hematologist-oncologist, was the last president of the Medical Staff at Milford Hospital. Dr. Morris was the interim and last chief medical officer at Milford Hospital. Charles Morgan, MD, chair of Psychiatry, presented on PRN (physicians, nurses, residents) services, which is providing sustainable health services in Jamaica. There is a dire need to provide healing. The group currently has no institutional support. Norma Pfriend Foundation was an important donor, but that has ceased.

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