



LIFESPAN 2012 ANNUAL REPORT

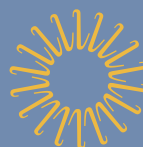


Emma Pendleton Bradley Hospital

Newport Hospital

Rhode Island Hospital/
Hasbro Children's Hospital

The Miriam Hospital



Lifespan

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LETTER FROM THE PRESIDENT AND CHIEF EXECUTIVE OFFICER AND THE CHAIRMAN OF THE BOARD

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You can see how it happened. During the past two hundred years, scientists and physicians began to discover the cause and unlock the cure for many of the diseases that had scourged humanity for thousands of years. And in the last hundred years, as the germ theory and the principles of antisepsis took hold in the medical community, care shifted from the home to the antiseptic environment of the hospital. This is a little simplistic, of course, as all revolutions, including medical ones, have many causes, but considering the path of progress during the last two hundred years, the emphasis on disease rather than wellness, and the centering of medical care in hospitals rather than in community settings, makes perfect sense. Medical discovery thrived and medical care immeasurably improved—and after two hundred years, both have brought us to another pivotal moment in the history of medicine: this moment.

It has become an accepted fact that the current revolution in American health care is largely driven by the Affordable Care Act, but that is only part of the story. The legislation happens to coincide with a profound shift in medicine, from its centuries old focus on cure to a focus on prevention. While there is still much to learn and much to discover about diseases, their causes and cures, two hundred years of medical discoveries have taught us that many diseases can be prevented and that the progress of many diseases can be halted or reversed if we intervene in time. What is required in both cases is the partnership of physician and patient. If, for example, we diagnose diabetes in a patient, give that patient access to care, information about controlling the disease, and monitor that patient, chances are the patient will avoid the complications, from neuropathy to cardiac disease to multi-infarct dementia, that can be caused by unchecked diabetes.

The essence of the current revolution in American health care is the creation of a partnership between patients and providers who work toward the common goal of patient wellness. Lifespan is part of that revolution and in the past few years we have begun to remake the way in which care is delivered. In 2011, we opened an ambulatory surgery center in Providence and throughout 2012 proceeded apace with the creation of ambulatory care centers in East Providence and East Greenwich. In 2012 we also announced our intention to partner with Gateway Healthcare, which provides behavioral health services in locations throughout Rhode Island. Essential services such as dialysis; cardiac testing; treatment for mental illness and substance abuse will be located not only in our hospitals but also outside our hospitals' walls, in the communities where people live and work and where it is most convenient for them to access these services.

We know that people tend to do better, tend to recover more quickly, if they are in familiar surroundings; hospitals, filled with unaccustomed sounds and populated with unfamiliar faces, can be stressful. This year, we expanded our outpatient services, launching two new outpatient group programs at Bradley Hospital, and adding a behavioral health outpatient program at Newport Hospital. These programs allow children and adults to receive therapy in a controlled environment during the day, and return at night to their home and their family.



Timothy J. Babineau, MD
President and Chief Executive
Officer, Lifespan
President, Rhode Island Hospital



Scott B. Laurans
Chair, Lifespan Board
of Directors

We also began group appointments at the Women's Medicine Collaborative. This new model of care allows patients to attend medical appointments with patients who have the same condition. These group appointments do not replace patients' annual checkups or other one-on-one appointments with their providers; instead, the group appointments allow patients to hear the answers to questions they had not thought to ask, to learn how others manage their condition, and to feel the support of others in the group.

With a focus on prevention of illness, we sought to address one of the country's most challenging health issues: obesity. In Rhode Island, as in the other 49 states, the alarming rise of obesity among children portends a rise in diabetes, heart disease, and other life-threatening illnesses. At Hasbro Children's Hospital, we launched a weight management program for adolescents, to help youngsters attain a healthy weight and learn lifelong eating habits to maintain that weight. At The Miriam Hospital we opened the Center for Bariatric Surgery for people who have not been able to maintain a healthy weight through diet and exercise alone.

We also continue to bring screenings, education, workshops and clinics to locations throughout the Ocean State. Events such as vaccination clinics and cholesterol screenings are designed to prevent disease; others, such as car seat checks, are designed to prevent injury. Last year, we reached more than six thousand people with these community outreach initiatives.

As we partner with patients and rethink the way in which we deliver care, we know that we must be both thoughtful and nimble—not an easy task. In 2012, the system restructured and consolidated its board by merging previously separate boards for Lifespan, Newport Hospital, Bradley Hospital and Rhode Island Hospital/Miriam Hospital into a single group of directors.

A consolidated board allows for a single focus on our shared priorities and for the development of common high performance standards. A single governance structure also better reflects the reality of Lifespan and its affiliates as a single, integrated health care delivery system rather than a federation of hospitals; promotes system-wide dialogue; and provides a more efficient and effective means of achieving consensus on critical strategic goals.

Charged with helping the Lifespan system remake itself in this era of profound change, we are well aware of the challenges that lie before us, but we also are encouraged by this unprecedented opportunity to design a system that works for all.

The mission of Lifespan is to improve the health status of the people whom we serve in Rhode Island and southern New England through the provision of customer friendly, geographically accessible and high value services. We believe that this can best be accomplished within the environment of a comprehensive, integrated, academic health system.

Lifespan was founded in 1994 by Rhode Island Hospital and The Miriam Hospital as the state's first nonprofit health care system. Bradley Hospital, the nation's first psychiatric hospital exclusively for children, joined the system in 1996, and the community-based Newport Hospital became a Lifespan partner in 1997.

Through the years, Lifespan has continued to pursue a vision of a comprehensive, integrated, academic health system. Our clinical services have expanded in breadth and excellence, our affiliation with The Warren Alpert Medical School of Brown University has broadened, our ability to attract external research funding has soared and our commitment to workforce education and development has deepened. Today, Lifespan is the state's largest private employer, with more than 12,000 employees. Rhode Island Hospital is the principal teaching hospital of The Warren Alpert Medical School of Brown University, and both The Miriam and Bradley hospitals are major teaching affiliates. Our hospitals received more than \$81 million in external research funding in fiscal year 2012, up from an average of \$25 million at the beginning of the decade, ranking them among the top recipients in the country of research funding from the National Institutes of Health. And our internal and external workforce development programs are helping both students and professionals upgrade existing skills, develop new skills, or simply envision new careers in health care.

Since its inception, Lifespan has continued to invest in the programs, tools and technology necessary to continually improve patient safety, clinical efficiency and the quality of the patient experience. Our innovative and forward-thinking information services department has put us well ahead of the curve in medical informatics—Lifespan has been repeatedly recognized for exemplifying the highest level of operational and strategic excellence in information

technology. It also has focused on attracting and retaining the best and brightest clinicians and staff. Over the past decade, Rhode Island Hospital added a new state-of-the-art emergency department and opened the 110-room Bridge Building expansion, with three new floors dedicated to the care of cardiac, medical and surgical patients. The Miriam Hospital opened The Victor and Gussie Baxt Building, a gleaming new space equipped with innovative technology and a myriad of patient amenities. Newport Hospital renovated its Turner wing and Vanderbilt Rehabilitation Center, incorporating the most current technology and safety features, while Bradley Hospital welcomed patients to an award-winning new inpatient building that combines innovative green design with the creation of a safe and healing environment for patients and families. As a system, Lifespan has continued to invest in renovation of the Coro building, transforming the 270,000-square-foot space into a flagship research facility. And we have taken major strides into ambulatory care, opening new centers in convenient locations throughout the state.

Just as important has been our investment in the health of the communities we serve. Care for the uninsured and disadvantaged is a central part of our mission; we provide full charity care for individuals at or below 200 percent of the federal poverty level, with a sliding scale for patients up to 400 percent of the poverty level. All our partner hospitals have patient ombudsmen who help patients explore coverage options, ensure policies are applied accurately and fairly, and help eligible patients gain access to free or reduced-rate care. In addition, Lifespan and its affiliates offer a wide range of programs aimed at helping residents of our communities stay healthy, from health fairs and events organized by Lifespan Community Health Services, to in-kind support such as lab work and imaging to free clinics.



Lifespan

Financial Performance

Total operating revenue	\$1,644,618
Total operating expenses	\$1,626,717
Income from operations	\$17,901
Net income (loss)	\$41,440
Net patient service revenue	\$1,464,711
Total assets	\$2,297,402
Research funding revenue	\$80,866

Statistical Digest

Employees	12,573
Licensed beds	1,155
Patient discharges	55,777
Emergency department visits	239,031
Outpatient visits	342,775
Outpatient surgeries	23,815
Inpatient surgeries	14,988
Home health care visits	11,328

Net cost of charity care and other community benefits

Charity care	\$64,840
Medical education, net	\$64,653
Research	\$15,939
Subsidized health services	\$21,176
Community health improvement services and community benefit operations	\$1,804
Unreimbursed Medicaid costs	\$13,538
Total cost of charity care and other community benefits	\$181,950

(\$'s in thousands)

Bradley Hospital

Employees	973
Affiliated physicians	106
Licensed beds	60
Total assets	\$123,688
Patient discharges	1,493
Outpatient visits	15,529
Home health care visits	11,328
Net patient service revenue	\$69,584
Research funding revenue	\$4,187

Net cost of charity care and other community benefits

Charity care	\$625
Medical education, net	\$1,505
Research	\$938
Subsidized health services	\$3,966
Community health improvement services and community benefit operations	\$105
Total cost of charity care and other community benefits	\$7,139

Rhode Island Hospital/
Hasbro Children's Hospital*

Employees	7,301
Affiliated physicians	1,819
Licensed beds	719
Total assets	\$1,274,528
Patient discharges	34,089
Emergency department visits	149,867
Outpatient visits	194,791
Outpatient surgeries	12,677
Inpatient surgeries	9,677
Net patient service revenue	\$928,385
Research funding revenue	\$50,481

Net cost of charity care and other community benefits

Charity care	\$50,601
Medical education, net	\$50,534
Research	\$11,317
Subsidized health services	\$10,461
Community health improvement services and community benefit operations	\$952
Unreimbursed Medicaid costs	\$5,067
Total cost of charity care and other community benefits	\$128,932

*The pediatric division of Rhode Island Hospital

Newport Hospital

Employees	876
Affiliated physicians	280
Licensed beds	129
Total assets	\$322,078
Patient discharges	4,589
Births	566
Emergency department visits	30,913
Outpatient visits	52,794
Outpatient surgeries	4,744
Inpatient surgeries	1,446
Net patient service revenue	\$104,812

Net cost of charity care and other community benefits

Charity care	\$4,132
Subsidized health services	\$3,298
Community health improvement services and community benefit operations	\$278
Unreimbursed Medicaid costs	\$2,119
Total cost of charity care and other community benefits	\$9,827

The Miriam Hospital

Employees	2,651
Affiliated physicians	1,056
Licensed beds	247
Total assets	\$400,606
Patient discharges	15,606
Emergency department visits	58,251
Outpatient visits	79,661
Outpatient surgeries	6,394
Inpatient surgeries	3,865
Net patient service revenue	\$359,904
Research funding revenue	\$26,198

Net cost of charity care and other community benefits

Charity care	\$10,331
Medical education, net	\$12,614
Research	\$3,684
Subsidized health services	\$3,451
Community health improvement services and community benefit operations	\$469
Unreimbursed Medicaid costs	\$6,352
Total cost of charity care and other community benefits	\$36,901

(\$'s in thousands)

Quin's Story



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"We've been able to do family things together now," she says. "It's just an incredible feeling. We recently went to Disney World in Florida and Quin sat on the airplane the whole time. He said 'I wuv you, Mom.' I didn't think I would ever hear that."

—Mary Ellen Abramek

For two-year-old Quin Abramek, the treatment he received through a Bradley Hospital home therapy program was life-altering—both for him, and his entire family.

When Quin was first diagnosed with autism at 18 months, “It was absolutely devastating,” says his mother, Mary Ellen Abramek. “I knew in my heart it was true, but I just didn’t want to believe it.”

As Quin grew older, his behavior became increasingly aggressive. Other parents wouldn’t let their children play with Quin, and simple joys like an outing to the playground were impossible. The toll it was taking on the family was enormous.

Ultimately, the Abrameks were referred to Bradley Hospital’s intensive behavioral treatment program. At Bradley it’s called IBT, and for the children and families who have been in the program, it is life-changing.

The IBT program treats children two to five years of age in their own homes for up to three years, on an almost daily basis. The goal of the program is to help the child function naturally in the environment as independently as possible.

At first, Quin did not cooperate. But the therapists at Bradley knew they would eventually get through to him. Ashley Dodd, one of Quin’s therapists, describes the method used to help Quin as a reinforcement system to teach and reward good behavior. “Every time Quin does something well, we praise him and give him a sense of accomplishment so that he wants to continue to do the thing well,” she says. “Because we do the therapy in the home, the child feels safe and that comfort level helps us move the process forward. The parents are there, involved, learning how to use the methods we use.”

As home therapy progressed and Quin started to make more and more progress, he began to enjoy the praise and encouragement. “It just started clicking for him,” his mother says.

Virtually all the children participating in IBT make lasting progress. In a sense, Bradley specialists are changing the way the brains of these children function while they are still growing. The program has done a remarkable job of reducing the number of kids who require out of home placement—from 14 percent down to one percent.

At one time, Quin’s mother feared they would never be able to function normally as a family. But thanks to Bradley and the IBT program, things have changed.

“We’ve been able to do family things together now,” she says. “It’s just an incredible feeling. We recently went to Disney World in Florida and Quin sat on the airplane the whole time. He said ‘I wuv you, Mom.’ I didn’t think I would ever hear that.”

About Bradley Hospital

Founded in 1931, Bradley Hospital, located in East Providence, RI, was the nation’s first psychiatric hospital devoted exclusively to children and adolescents. It remains a nationally recognized center for children’s mental health care, training and research. A major teaching affiliate of The Warren Alpert Medical School of Brown University, Bradley Hospital offers a wide range of services for psychological, developmental and behavioral conditions, including inpatient, outpatient, residential and home-based treatment options. Its research arm, the Bradley Hasbro Children’s Research Center, brings together a multidisciplinary team of investigators working to advance knowledge of children’s mental health through federally funded research projects. Bradley Hospital also operates the Bradley School, a fully certified special education school. Bradley Hospital was awarded the distinction of ‘Top Performer on Key Quality Measures for 2011’ by The Joint Commission, the only hospital in Rhode Island and the only psychiatric hospital in New England to receive this designation. A private, not-for-profit hospital, Bradley Hospital is a member of the Lifespan health system. For more information on Bradley Hospital, visit www.bradleyhospital.org.

Jackson's Story



E "Everyone on the staff made me feel as if I was special. I couldn't imagine having a better, kinder experience in New York or anywhere else."

—Amanda Cortese



When Amanda Cortese's water broke while she was attending a wedding near Newport, her first thought was to make it back home to Peekskill, New York as quickly as possible. She and her husband Joe Cortese were only in town for the weekend to attend the Saturday night wedding of Joe's college roommate—Amanda still had several weeks to go before her due date.

When they called Cortese's doctor, however, he sent them straight to Newport Hospital to have her examined. Once there, doctors broke the news: this baby was coming soon, and it was too late to travel anywhere.

Cortese was admitted to Newport Hospital's Noreen Stonor Drexel Birthing Center. Fortunately for the Cortese family, the skill and care they encountered transformed a frightening time into an experience to treasure. The Birthing Center at Newport Hospital has received the prestigious "Baby Friendly" designation from the World Health Organization and UNICEF, and the hospital has twice received the coveted Magnet designation for excellence in nursing from the American Nurses Credentialing Center. The Birthing Center's nurses are educated in all aspects of maternity and newborn care, consistently scoring among the highest in the country in family-centered maternity care.

"The nurses were so kind and caring in the birthing unit," Cortese says. "I couldn't have hoped for better care."

Cortese was in labor through Saturday night and well into Sunday. But by Sunday afternoon, after pushing hard for nearly three hours, her labor was not progressing, and doctors told her she would need to have a cesarean section.

"We hadn't expected that I would need a c-section and were pretty nervous," Cortese says. "But Dr. Triste Coloumbe and Dr. Terry McWilliams were so positive and confident that the baby and I would be okay that Joe and I were comforted. And, of course, when our unbelievable son, Jackson, was born at 5:26 p.m. on Sunday night, we were ecstatic!"

Jackson Cortese weighed in at a healthy 6 pounds, 7 ounces. The couple was soon able to return home, now a family of three—with a lasting souvenir of Newport.

"The private room at the hospital was so spacious and bright," Cortese says. "Everyone on the staff made me feel as if I was special. I couldn't imagine having a better, kinder experience in New York or anywhere else."

About Newport Hospital

Newport Hospital was founded in 1873 and is Newport County's only acute care hospital. Located on Powel Avenue in Newport, RI, it is a community hospital with a broad spectrum of health services, including an emergency department, an award-winning birthing center, a behavioral health unit, inpatient and outpatient surgical services, a renowned rehabilitation division, and a comprehensive array of outpatient services such as wound care, physical therapy, and digital diagnostic imaging. Since 2004, Newport Hospital has twice achieved Magnet designation for excellence in nursing care. The hospital became a partner in the Lifespan health system in 1997. For more information on Newport Hospital, visit www.newporthospital.org.

Vicki's Story



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I "It was amazing, actually quite incredible. I didn't need physical therapy and had no ill effects from the stroke."

—Vicki Paquin

Now that she has made a complete recovery, there are two ways to look at Vicki Paquin's stroke: as a relatively young and active woman, she was unlucky to have suffered a stroke at all; or she was tremendously lucky to have ended up at Rhode Island Hospital, which has one of the finest stroke centers in the country.

Paquin was busy cleaning her home when she heard a strange loud ringing in her left ear. Instantly, she knew something was wrong. "I felt my right leg buckle," she says. "My speech was beginning to slur, my right arm felt like it was just hanging there. I told my husband that I thought I was having a stroke and all I could think of was the word, FAST, the acronym related to stroke...face, arm, speech and time."

Her husband called 911, and Paquin was taken to Rhode Island Hospital. As the region's only primary stroke center located in a Level 1 trauma center, Rhode Island Hospital is uniquely qualified to provide the most advanced clinical care to acute stroke patients.

Strokes are caused by blood clots traveling to the brain. The speed of treatment is critical to recovery—the more swiftly a clot can be broken up with a drug known as tPA, the better the chance the patient has of total recovery.

In Paquin's case, she was in exactly the right place to have the best possible outcome. Within minutes of her arrival, the critical care unit had her stabilized, ran a CAT scan and then administered the tPA drug.

"Eventually I was brought to the intensive care unit for 24 hours of observation," Paquin says. "I was scared, but the nurses were unbelievably kind and kept reassuring me that I would be fine. I spent the next six days on the neurology floor and then returned home. It was amazing, actually quite incredible. I didn't need physical therapy and had no ill effects from the stroke."

Paquin is now back at work full time and feeling great. And since speed is so important in the treatment of a stroke, Rhode Island Hospital's stroke unit continues to treat 50 percent of our patients in less than 60 minutes—nearly twice as fast as the national average for all hospitals.

About Rhode Island Hospital

Founded in 1863, Rhode Island Hospital in Providence, RI, is a private, not-for-profit hospital and is the principal teaching hospital of The Warren Alpert Medical School of Brown University. A major trauma center for southeastern New England, the hospital is dedicated to being on the cutting edge of medicine and research. In fiscal year 2012, Rhode Island Hospital received more than \$50 million in external research funding. It is also home to Hasbro Children's Hospital, the state's only facility dedicated to pediatric care. For more information on Rhode Island Hospital, visit www.rhodeislandhospital.org.

Caleb's Story



13

T

"The hospital is so close, so good, so caring...
and they gave me my son back again."

—Dawn Smith



Caleb Smith was six when he started to complain of “brain aches,” followed by an inability to cope with almost any sound—a crayon rolling on a desk would have him screaming in pain. Seeking relief, Caleb would retreat to a darkened room while his mother, Dawn Smith, played quiet games with him.

Smith took her son to doctor after doctor, but none of the tests showed anything unusual. When Caleb started complaining that the whole world looked pink to him, Smith turned to a neurologist for help. An MRI was performed and the results revealed an arachnoid cyst on Caleb’s brain about the size of a plum. It was pressing against Caleb’s skull and causing his many symptoms.

Arachnoid cysts are usually small and asymptomatic, rarely requiring surgery. The cyst afflicting Caleb, however, was a large mass that blocked the normal flow of his spinal fluid. That meant Caleb was in serious danger.

Fortunately, Caleb’s neurologist, William Brown, MD, knew that Hasbro Children’s Hospital has renowned neurosurgeon Petra Klinge, MD on staff. Klinge has particular expertise in performing the delicate surgery needed to deflate the cyst without damaging the brain or the spinal cord.

“Dr. Klinge is such a warm, caring person,” says Smith. “She took my hands when I met her and she told me she knew exactly what was wrong with Caleb and that everything would be okay.”

Thankfully, Klinge was correct, and the surgery went off without a hitch. “With the cyst now successfully deflated, Caleb’s pain is gone,” says Klinge. “His MRI looks good and his other symptoms are abating. He is going to be fine.”

Smith is just grateful that Caleb can go back to school and enjoy his friends. “The cyst had made his life so painful and lonely,” she says. “There is no way to thank Hasbro Children’s Hospital enough. The hospital is so close, so good, so caring...and they gave me my son back again.”

About Hasbro Children's Hospital

Hasbro Children’s Hospital is the premier pediatric facility for clinical care, research and education for Rhode Island and southeastern New England. The pediatric division of Rhode Island Hospital, Hasbro Children’s Hospital was built in 1994 and has earned worldwide recognition for its patient and family-centered environment and expert staff. The 87-bed hospital offers a spectrum of pediatric services for children ranging in age from newborn to 21 years and is at the forefront of minimally invasive surgical care for all congenital and acquired children’s diseases. It has the only pediatric emergency department and Level I trauma center in southeastern New England, as well as the only Center for Pediatric Imaging and Sedation. The principal teaching hospital of The Warren Alpert Medical School of Brown University, Hasbro Children’s Hospital offers pediatric residency, pediatric surgery residency and pediatric fellowship programs. The hospital’s nationally recognized research is funded by many leading organizations that support investigation and innovation in children’s health. For more information on Hasbro Children’s Hospital visit www.hasbrochildrenshospital.org.

Kara's Story



15

I "I didn't want to mess around with it. I wanted to be with my husband and children. I just wanted the cancer gone so we could get on with our lives."

—Kara Sousa



With a three-month-old baby and three-year-old son at home, Kara Sousa was so busy taking care of her children that the last thing on her mind was taking care of herself. A lump discovered in her breast during a routine annual exam changed that in a heartbeat.

A biopsy revealed the bad news: she had breast cancer, which had originated in the milk ducts and spread to the rest of her breast. Only 37, Sousa immediately underwent a radical mastectomy. “I didn’t want to mess around with it,” she says. “I wanted to be with my husband and children. I just wanted the cancer gone so we could get on with our lives.”

Yet surgery was only the first step. “Dr. Rochelle Strenger, a truly fantastic oncologist at The Miriam, was my doctor... and she was simply the best,” Sousa says. “We connected right away. Yes, I was concerned about the treatments, but I had all the confidence in the world that I would get the finest care at The Miriam.”

A critical part of Sousa’s care was supplied by her patient navigator, Ellen Therrien, RN. Part of The Miriam’s innovative Breast Health Navigator Program, a patient navigator literally helps patients navigate the health care system while providing emotional support when patients are at their most vulnerable. That can involve everything from arranging transportation and helping with billing issues to accompanying patients to appointments. A big part of the job is simply helping patients understand all aspects of their disease and recovery and answering any questions they may have about their treatments. A registered nurse, Therrien was by Sousa’s side every step along the way.

“Ellen was there for me when I had to have a port put in for my chemotherapy and when I went for chemo,” says Sousa. “She answered every question and was available whenever I called her. She not only cared about how I was physically responding to treatment, but cared how I was responding at home, in my personal life, how my sons were doing, and how my husband was coping.”

Sousa is now back at work as a physical therapist after being away from her job for over a year. She’s active again, enjoying as she describes it, “all those little things” – like picking up her boys after school. And as she puts it, “I can’t say enough about my experience at The Miriam.”

About The Miriam Hospital

The Miriam Hospital is a private, not-for-profit teaching hospital affiliated with The Warren Alpert Medical School of Brown University. It offers expertise in cardiology, oncology, orthopedics, men’s health, and minimally invasive surgery and is home to the state’s first Joint Commission-certified Stroke Center and robotic surgery program. The hospital is nationally known for its HIV/AIDS and behavioral and preventive medicine research, including weight control, physical activity and smoking cessation. The Miriam Hospital has been awarded Magnet Recognition for Excellence in Nursing Services four consecutive times and is a founding member of the Lifespan health system. For more information on The Miriam Hospital, visit www.miriamhospital.org.

D

Distinctions

We are always pleased and proud when our partner hospitals are recognized with awards, grants and certifications. But we are particularly heartened when that recognition is linked to our core values of high quality, patient-centered care and investment in our rich human resources. Such distinctions reach far beyond a decorative plaque on a wall—they translate directly into better patient outcomes and productive, engaged staff.

For example, this year the Rhode Island Hospital adult cardiothoracic intensive care unit received the prestigious Beacon Award for Critical Care Excellence for the second time. This coveted national award recognizes the hospital's continued commitment to improving patient care, improving patient outcomes and improving overall patient satisfaction. Rhode Island Hospital was the only hospital in the state to earn the Beacon Award, and it is a well-deserved credit to the hospital's nursing staff. Receiving it for a second time also recognizes the hospital's refusal to rest on its laurels, and determination to continue to strive for excellence.

Along the same lines, The Miriam Hospital's Stroke Center was recognized for a second time for outstanding care. The hospital received the American Heart Association/American Stroke Association's Get With the Guidelines – Stroke Gold Plus Quality Achievement Award. This national award recognizes The Miriam Hospital's commitment and success in implementing excellent care for stroke patients, according to evidence-based guidelines, and is the hospital's second consecutive Gold Plus designation. The Miriam has also received the American Heart Association/American Stroke Association's Stroke Gold award since 2008. The Stroke Center at The Miriam was the first in Rhode Island to be certified as a Primary Stroke Center by The Joint Commission—a certification also achieved by Rhode Island Hospital—and is the only hospital in the state to be certified three times.



The Comprehensive Cancer Center at Rhode Island Hospital was recognized by the Quality Oncology Practice Initiative (QOPI) Certification Program for delivering high-quality patient care. The QOPI Certification Program, an affiliate of the American Society of Clinical Oncology, provides a three-year certification for outpatient hematology-oncology practices that meet the highest standards for quality cancer care. The cancer center has joined an elite group of hospitals that have earned the QOPI certification, including The Miriam Hospital. The Leonard and Adele R. Decof Family Comprehensive Cancer Center at The Miriam Hospital was among the nation's first oncology practices, and the first in Rhode Island, to be recognized by the QOPI Certification Program.

Rhode Island Hospital also received reaccreditation as a Chest Pain Center from the Society of Chest Pain Centers. Again, it was the only hospital in the state to receive this accreditation, which recognizes its ability to deliver high quality emergency care to patients in need of acute cardiac services, and its continued commitment to patient safety and best clinical outcomes.

The Adolescent Leadership Council (TALC) of Hasbro Children's Hospital has been awarded the Promising Practices Award for Promoting Adolescents' Strengths, sponsored by the American Academy of Pediatrics' Adolescent Health Partnership Project. The award honors exemplary achievement on behalf of organizations that serve adolescents. Recipients are recognized for their innovative contributions to adolescent health in their community or state and for promoting a positive perception of youth. In addition, Hasbro Children's Hospital's sleep center program was accredited by the American Academy of Sleep Medicine for five years, making the program one of only two accredited pediatric sleep centers in the region.

Newport Hospital was designated a Breast Imaging Center of Excellence by the American College of Radiology. The designation indicates that the hospital is fully accredited in mammography, stereotactic breast biopsy, breast ultrasound and ultrasound-guided biopsy. Peer-review evaluations, conducted in each breast imaging modality by board-certified physicians and experts in the field,

PERFORMANCE HIGHLIGHTS

determined that Newport Hospital has achieved high practice standards in a broad array of imaging techniques, image quality, technical equipment and quality assurance programs.

Both Rhode Island and The Miriam hospitals, along with Newport Hospital, were named among the top hospitals in Rhode Island and southeastern Massachusetts, according to *U.S. News & World Report*. The Miriam Hospital was ranked number one in the region, recognized as high performing in seven medical specialties, including diabetes/endocrinology, gastroenterology, geriatrics, nephrology, neurology and neurosurgery, pulmonology and urology.

Rhode Island Hospital was ranked second, noted for high performance in gastroenterology, nephrology and urology.

Newport Hospital was ranked fourth, and singled out for the excellence of services for the elderly offered through the Vanderbilt Rehabilitation Center. Rankings are based on quality metrics, including reputation, patient safety, procedure volume, nurse staffing, mortality index and availability of medical technology.

Bradley Hospital was named a Top Performing Hospital by The Joint Commission, the leading accreditor of health organizations in the U.S. Bradley Hospital is the only hospital in Rhode Island and the only psychiatric hospital in New England to receive this designation. The hospital was one of just 620 hospitals in the U.S. to earn the distinction of Top Performer on Key Quality Measures for 2011, and was singled out for exemplary performance in using evidence-based clinical processes that are shown to improve care for certain patients.

Rhode Island Hospital was also named among the top 25 best hospitals to work for in the United States by Health Exec News. Of the 6,000 registered hospitals in the U.S., Rhode Island Hospital was honored for its commitment to providing employees with exceptional benefits and opportunities, such as “Lunch and Learn” sessions on topics cover-



ing everything from gardening to college planning; health and wellness programs; flexible work arrangements; and the Employee Fund, which provides financial assistance to employees when an unexpected catastrophic event (like a fire or death of a spouse) has left them with nowhere else to turn.

Bradley Hospital and Newport Hospital received grants totaling \$250,000 from the van Beuren Charitable Foundation, a Rhode Island-based organization dedicated to protecting and preserving the unique characteristics of Newport County and improving quality of life for its residents.



The \$150,000 awarded to Bradley Hospital went to enhance outpatient child mental health services in

Newport County through a joint program of Bradley and Newport hospitals. With the support of the grant funds, the hospitals partnered to bring a child psychiatrist, psychologist and outpatient services to Newport Hospital, using staff and expertise from Bradley Hospital. The \$100,000 received by Newport Hospital went to support the hospital's interventional radiology program.



In 2012, Hasbro Children's Hospital received two grant awards from the Hyundai Hope on Wheels Scholar program totaling \$125,000 to support pediatric oncology research. The grant awards were accompanied by a “Handprint Ceremony” during which Hasbro Children's Hospital patients placed colorful handprints on a white Hyundai vehicle which traveled around the country gathering handprints in a show of support for pediatric cancer patients.

And finally, The Miriam Hospital was awarded a grant of \$800,000 from The Champlin Foundations. The funds were used to purchase equipment to outfit the operating rooms of The Miriam's new Total Joint Center, which opened last year in a dedicated, 32-bed wing of the hospital.



Clinical Services

Lifespan took a major step this year in signing a letter of intent to affiliate with Gateway Healthcare, the largest community behavioral health care organization in Rhode Island. Gateway Healthcare provides integrated treatment and prevention through residential, outpatient and community-based programs that reach more than 15,000 residents annually in 42 locations.

This will be an exciting affiliation for Lifespan, building on our commitment to a new model of health care: one that provides patients with new ways to access the care they need, outside the traditional hospital setting, and fully integrates mental health and substance abuse treatment with primary medical services. Our goal with this partnership is to make behavioral health care services more accessible, affordable and financially sustainable in our community.

We also continued to redesign and expand our cardiac services. Last year, we launched a combined open heart surgery program, consolidating the surgical talent, skill and expertise at Rhode Island and The Miriam hospitals into one outstanding program, based on the Rhode Island Hospital campus, while maintaining and expanding other cardiac services on The Miriam campus, such as the well-respected cardiac rehab program.

This year, we knit that open heart surgery program into a larger initiative, the Cardiovascular Institute, which brings together the

well-known cardiac programs of both institutions and places a stronger emphasis on extending these programs into the community, where it is more convenient for patients to receive care. The new Cardiovascular Institute includes the addition of a new cardiovascular surgeon, four new cardiologists specializing in electrophysiology and heart rhythm disturbances. The institute also now offers comprehensive cardiac services through locations in Providence, East Providence, East Greenwich and Attleboro.

Rhode Island and The Miriam hospitals also opened the new Center for Bariatric Surgery, another combined program that unites nationally recognized bariatric surgeons and staff from both hospitals into a single program on The Miriam campus. This new center, now the largest weight loss surgery program in the state, offers comprehensive and compassionate care for individuals who are seeking a surgical solution for weight control. The program provides a full range of services, including a thorough physical and psychological preoperative evaluation, free patient support groups, pre- and post-operative counseling and a long-term follow-up plan to help patients commit to the lifestyle changes needed to achieve and maintain successful results. The multidisciplinary bariatric surgery team includes physicians, The Miriam's Magnet-award winning nurses and nurse practitioners, behavioral therapists, nutritionists, physical therapists, pulmonologists and radiologists with expertise in weight loss surgery and obesity.



PERFORMANCE HIGHLIGHTS

Hasbro Children's Hospital launched a weight management program for adolescents, designed to help teens struggling with the common problem of obesity. The 12-week program includes evaluation, treatment and maintenance components, and involves family members so that all members of the household are working together to promote a healthier lifestyle. The program team is multidisciplinary, including specialists in nutrition, behavioral psychology, rehabilitation therapy, medicine and endocrinology, and surgery.

Rhode Island Hospital—the region's only primary stroke center located within a Level I trauma center—opened a dedicated stroke unit, the first of its kind in New England. The new 10-bed unit, located on the neurosciences floor, is specifically designed to get stroke patients the fastest diagnosis and quickest, most advanced treatment. Patients remain on the stroke unit for at least 48 hours, where they are cared for by stroke-trained nurses who follow only three patients, half as many as on a regular unit. The 10-bed unit is equipped with the latest technology, such as telemetry units and fiber-optic cabling, which allow monitoring of the heart rhythm from outside the rooms. Other unique features include the ability to administer tPA (the clot buster for stroke) in the patient's room, and bedside ultrasound testing for blocked arteries.

And Rhode Island Hospital became the first in the world to acquire a portable CT body scanner, the BodyTom intraoperative, portable CT unit. This state-of-the-art scanner can be wheeled directly into

the operating room to assist during surgery, enabling access to previously unobtainable scans, and representing a major enhancement to patient safety and surgical outcomes. The unit can obtain images of the entire spine in one pass, producing highly accurate 3D imaging of bone and soft tissue. It interfaces with surgical navigation systems, and offers one of the largest bore and field of view combinations in the world. Most importantly, it brings the scanner to the patient, allowing surgeons to assess any complications which may have formed, right in the OR, and eliminating the need to transport patients for post-surgery scans.

At the Women's Medicine Collaborative, patients were offered the option of a new shared medical appointments program. These appointments are designed to expand access to primary care and enhance care for patients with chronic illnesses who are in need of frequent medical visits. During shared medical appointments, 10 to 15 patients meet with a multidisciplinary medical team for approximately 90 minutes, encouraging discussion and sharing of ideas while maintaining confidentiality.

Bradley Hospital launched and expanded a host of services this year, beginning with a new Children's Partial Hospitalization Program. This unique, evidence-based program is designed for children ages 6 to 12 who require structured care after school, but are able to return home at night to their families. The program is the only one of its kind in the region, and serves a critical need in the community. At the same time, Bradley's existing Pediatric





Partial Hospital Program, which serves children from infancy to age 6, was able to expand its services and accept more children with the opening of new space on the first floor of the Charles Bradley Building.

Bradley also launched two new outpatient group programs—Family Ties, a support group for children of divorced parents, and Mindful Teen, a weekly skills-based group using dialectical behavior therapy—as well as a new weekly group to help parents of 6 to 12-year-olds deal with their children's challenging behavior. Finally, the hospital's Bradley School, a fully accredited, school-funded day treatment program, opened a new classroom in Westerly, providing new access to its services for families in South County.

Newport Hospital added a new behavioral health outpatient program this year: the Adult Partial Hospitalization Program, for adults who need structured support to handle their life circumstances, but do not require hospitalization. The program offers these patients a full medical and psychological assessment, and a structured treatment environment on the Newport Hospital campus during the day, enabling them to return home at night and on weekends.

Newport also launched two new programs at the Vanderbilt Rehabilitation Center. In addition to physical, occupational, cardiac and other therapies, the center now offers pulmonary rehabilitation. Patients who can benefit from pulmonary rehab include those with chronic lung diseases such as asthma, cystic fibrosis, pulmonary fibrosis, and neuromuscular disease. And Vanderbilt began offering the Survivorship Training and Rehabilitation (STAR) program for cancer survivors, which specifically addresses problems that arise as the result of cancer treatments, such as fatigue, memory loss, weakness and depression. The program assists patients with a broad range of recovery issues following chemotherapy, radiation and surgery, and draws on the skills of physicians, physical therapists, occupational therapists, speech and swallowing therapists, registered dietitians and nutritionists, mental health professionals and social workers.



Leadership

Our system underwent an important transition this year, when **Timothy J. Babineau, MD**, was appointed president and chief



executive officer of Lifespan in June. Babineau took the reins from George Vecchione, who stepped down after nearly 14 years at the helm.

Babineau has served as president and CEO of Rhode Island Hospital since October 2008, and of The Miriam Hospital since 2010. In that capacity, he oversaw the creation of the Norman

Prince Neurosciences Institute, the formation of the Lifespan Physician Group, and the combined Rhode Island Hospital/The Miriam Hospital Cardiovascular Institute and Total Joint Center.

Prior to his 2008 appointment, Babineau was the senior vice president and chief medical officer at the University of Maryland Medical Center and School of Medicine in Baltimore, Maryland, where he led the effort that resulted in the medical center being named one of Leapfrog's Top 50 Hospitals in the country for patient safety and quality. He is a professor of surgery at The Warren Alpert Medical School of Brown University.

Rhode Island and The Miriam hospitals welcomed **Douglas Anthony, MD, PhD**, as the new chief of pathology, leading the clinical, educa-



tional and research pathology programs for Lifespan. In his new role, Anthony helps bridge pathology and the neurosciences through the Norman Prince Neurosciences Institute. Anthony came to Rhode Island and The Miriam hospitals from University of Missouri Health Care, where he served as chief of pathology and medical director of

pathology clinical laboratories. He has served on the faculty at Harvard Medical School and as a neuropathologist at Boston Children's Hospital and Brigham and Women's Hospital.

Bradley, Rhode Island and The Miriam hospitals welcomed **Karen L. Furie, MD, MPH**, as their new chief of neurology this year.



In this role, Furie is responsible for managing clinical services, education and research activities, and administration of the department of neurology on each of the three campuses. Furie also serves as chair of the department of neurology at The Warren Alpert Medical School of Brown University. Furie came to Rhode Island from

Massachusetts General Hospital, where she served as associate neurologist and director of the stroke service. She also held the roles of associate faculty at the Center for Human Genetic Research and associate professor in neurology at Harvard Medical School.

Arthur A. Bert, MD, was appointed chief of anesthesia at Rhode Island Hospital and The Miriam Hospital. Bert also serves as clinical



professor of surgery (anesthesiology) at Alpert Medical School. Along with each hospital's associate chief of anesthesia, he oversees the programs at both hospital campuses. Most recently he served as associate chief of the department of anesthesiology, director of pediatric cardiac anesthesia, director of cardiothoracic anesthesia, and senior attending anes-

thesiologist, among other roles, at Rhode Island Hospital. Bert succeeded the late Richard Browning, MD, who served in the department of anesthesia at Rhode Island Hospital for nearly 30 years.

Eleftherios Mylonakis, MD, PhD, was appointed chief of infectious diseases at Rhode Island Hospital and The Miriam Hospital.



A highly regarded physician-scientist, Mylonakis came to Rhode Island and The Miriam hospitals from Massachusetts General Hospital, where he served as an associate physician. He was also an associate professor of medicine at Harvard Medical School. In his new role, Mylonakis leads the infectious diseases division at both Rhode Island and

The Miriam hospitals and oversees one of the hospitals' largest research divisions, with major initiatives underway in HIV/AIDS, viral hepatitis, hospital-acquired infections, tuberculosis, substance use and prisoner health. Mylonakis is internationally recognized for his research on the study of host and microbial factors of infection and the discovery of antimicrobial agents, or substances that kill or inhibit the growth of microorganisms such as bacteria or fungi.

Arthur Sampson was named president of The Miriam Hospital this year, after serving as executive director for three years. Before coming



to The Miriam, Sampson served as president and chief executive officer at Newport Hospital for 15 years. Sampson holds a master's degree in health care administration from George Washington University and completed administrative residencies at The Johns Hopkins Hospital in Baltimore and Union-Truesdale Hospital (now

Charlton Memorial Hospital) in Fall River, Massachusetts. He is a fellow of the American College of Healthcare Executives.

Bradley Hospital welcomed a new chief nursing officer: **Vareen O'Keefe Domaleski, RN, MSN, EdD**. Domaleski is responsible for



overseeing the nursing staff within Bradley Hospital's many programs and services, as well as guiding strategic planning, nursing practice and quality. She came to Bradley from Brattleboro Retreat in Vermont, a 149-bed psychiatric and substance abuse hospital serving children, adolescents and adults in acute, partial and residential levels of care. She has also held

senior level positions at Hampstead Hospital in New Hampshire; Sheppard Pratt Health System in Baltimore, Maryland; and McLean Hospital in Belmont, Massachusetts.

Patient Safety

The safety of our patients and quality of our care are more than items on a list of priorities. Together, they are the central priorities of our system, the foundation on which we build a covenant of trust

with the communities we serve. The work of continually improving care and safety, of striving for excellence, is never done. From year to year, it simply takes different forms, as we focus on new goals and initiatives.

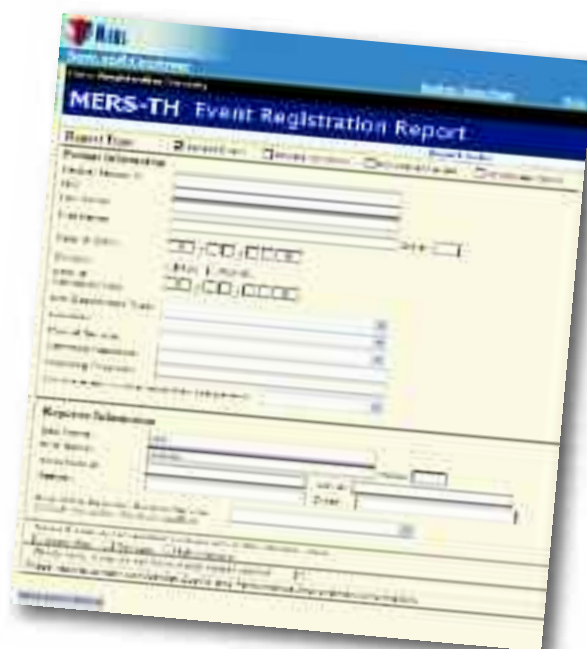


This year, one important area of focus was our Operational Excellence

Program, or OpX. Under this program, both Rhode Island Hospital and The Miriam Hospital have been working with the process improvement tools of Lean and Six Sigma to eliminate waste and improve efficiency across complex hospital work flows. Over the past year, both hospitals identified various opportunities for improvement, including patient flow in the emergency department. Using OpX tools, team members on both campuses were able to devise new systems to decompress their respective emergency rooms, improving care and greatly reducing wait times and the number of patients who leave without being seen. In addition, Rhode Island Hospital teams focused on streamlining and improving physicians' daily workflow, while teams at The Miriam worked on improvements to outpatient services at the Comprehensive Cancer Center. Each major effort involved a detailed three-day process called a Value Stream Analysis to map the current workflow, identify waste and define future objectives. The Value Stream Analysis process was

then followed by a five-day Kaizen – or “continuous improvement” – event where front line staff and physicians came together to develop and implement strategies to realize those objectives.

On other fronts, all Lifespan hospitals completed the transition to a new statewide medical event reporting system early in 2011. While the specific system will undergo changes in the future, the practice of reporting into a web-based system has proved an important tool as we continue to enhance our culture of safety. This year, staff and physicians across all affiliates were able to use the system to identify





patient safety events, such as falls, medication errors, communication problems and equipment issues as well as “near misses” or “good catches,” which help prevent errors before they happen. Better yet, they were able to implement changes and improvements that arose from analyzing this valuable data.

For example, a nurse at Rhode Island Hospital noted that some bedrails had side rail buttons that appeared to be active nurse call lights—when in fact, the hospital had installed more current nurse call systems and disconnected the bed lights. To avoid patient confusion, some 600 beds were retrofitted with new plates that removed the inactive lights. Other changes included modifications to the electronic physician order management system to make medication administration processes safer.

In fact, a pronounced emphasis on using technology to enhance patient safety was a theme this year, from increasing our use of smart pumps—now equipped with as many as 45 updated drug libraries—to dispense medication, to computerized checks on chemotherapy orders. We also created new protocols to ensure Foley catheters are removed as soon as possible, reducing hospital-acquired infections; instituted a robust patient safety walk-rounds program at Rhode Island Hospital; and succeeded in achieving 100 percent compliance with our push to vaccinate all employees against influenza.

Along these lines, we were proud to see the department of diagnostic imaging at Rhode Island Hospital win Healthcare Technology Management’s first-ever Best Practices in Healthcare Technology

Management Award. This award recognized an internal Diagnostic Imaging Culture of Safety Task Force for its efforts to adopt a pervasive culture of safety.



Finally, Lifespan held its fifth annual Patient Safety Symposium in April, featuring nationally recognized safety experts and drawing an audience of more than 400 from across the state. Keynote speakers included Mark Chassin, president of The Joint Commission, and president of the Joint Commission Center for Transforming Healthcare; and Patricia Reid Ponte, RN, DNSc, FAAN, NEA-BC, senior vice president for patient care services and chief nurse at Dana-Farber Cancer Institute and executive director of oncology nursing and clinical services at Brigham and Women’s Hospital in Boston.

I Infrastructure

It was a busy year on all our affiliate campuses, with space being readied and renovated for a host of new services and programs.

At The Miriam Hospital, construction got underway to modernize and expand the hospital's busy emergency department and create a new outpatient unit for patients undergoing diagnostic and interventional cardiac catheterizations.

The first phase of the project has centered on the 18-bed outpatient unit, which will provide additional capacity for patients undergoing specialized procedures such as angioplasty, stenting and pacemaker implantation, as well as an area where patients can be evaluated before, and recover after, diagnostic and interventional cardiac catheterizations. In addition, the unit will also house a pre- and post-endoscopy care area.

The second phase of the project is a total renovation of The Miriam Hospital's emergency department. Private exam areas will replace existing curtained bays to promote infection control, reduce noise and improve patient confidentiality. As part of the new

configuration, a section of the ED will be dedicated to more critical patients while a new triage area will make it easier and more convenient for emergency medical services personnel to deliver patients by ambulance. The ED will also have its own dedicated 64-slice CT-scanner to diagnose patients quickly without having to rely on equipment in use by the rest of the hospital. Construction is scheduled to be completed by December 2013.

To house its new Center for Bariatric Surgery, The Miriam also completed work on a 20-bed surgical intensive care unit designed for the comfort and safety of bariatric surgery patients and their families, including specialized furniture, wider doorways and larger shower stalls.

At Newport Hospital, the Vanderbilt Rehabilitation Center finished a dramatic renovation of its outpatient rehabilitation spaces. To accommodate new programs, offices were transformed into spacious gym-like areas where therapists can work with patients. New spaces include an orthopedic gym, a pediatric area, an occupational therapy room, a neurological gym and cardiac rehabilitation space.





At Hasbro Children's Hospital, work was completed on a new medical/psychiatric inpatient unit jointly operated by Hasbro and Bradley hospitals. The unique 8-bed unit—the only one of its kind in the region—is intended for children ages 6 to 18 with both challenging mental health and medical conditions that require hospitalization. The renovated space is welcoming, child-friendly and specially designed to keep this select patient population safe.

And finally, Hasbro Children's Hospital undertook an \$800,000 renovation project that revamped all of its pediatric operating suites. The five operating rooms and a video endoscopy room were outfitted with significant upgrades to allow for completely hard-

wired interface and digital projection using an innovative “boom” technology. New high-powered lighting, video screens and monitors were mounted to their own overhead movable booms which can be easily swung around from one centrally mounted apparatus on the ceiling. The surgical team now have endoscopes, radiology, patient records and real time anesthesiology monitoring at their fingertips during surgery. The renovation allows the hospital to offer advanced endoscopic surgery, enhanced neurosurgical procedures (through use of monitors and microscopes), and better patient and staff flow. The project was made possible by the Children's Miracle Network.



C Community Benefit

At Lifespan, we understand that our hospitals are only as healthy as the communities they serve. Our core mission is to improve the health of those communities—and we interpret “health” in the broadest sense of the word. We strive to contribute to the health of our local economy and the health of our workforce, as well as the health of our patients.

For example, our capital city has been struggling through a long period of economic uncertainty. This year, in addition to the economic benefit that we bring as the city and state’s largest employer, and the funds and jobs created by our thriving research sector, Lifespan came to a voluntary agreement with the City of Providence to contribute \$2.4 million over three years to city coffers. Mayor Angel Taveras heralded the agreement as a groundbreaking partnership that gave an immediate and much-needed boost to city finances. Lifespan is the first local hospital system to make a voluntary contribution to the city.

We also continued to focus on workforce development, recruiting and nurturing young people from our local communities so they can eventually step into the high-wage, high opportunity jobs that we offer. This past summer, we graduated 94 local youths from our paid summer employment program, which offers mentoring and employment-readiness workshops, in addition to a summer stipend. We partnered with both Goodwill Industries of Rhode Island and the Rhode Island Nursing Institute Middle College to place young people in our hospitals, including 23 certified nursing

assistants from the college who were able to work as actual CNAs throughout the summer.

Thanks to the hands-on training and mentoring participants receive, we were able to hire 11 young people into regular positions at Lifespan at the end of the summer, all currently working at Lifespan affiliates. All this good work was recognized with a nearly \$65,000 grant from the Providence/Cranston Workforce Investment Board.

This was also the fifth year that we participated in the highly regarded “Stepping Up” program, which helps current Lifespan employees acquire the skills they need to advance in their careers. Stepping Up also focuses on unemployed South Providence residents, mentoring and preparing them to assume entry level positions at Lifespan hospitals. The program is sponsored by the UNAP/RIH Education Trust, a collaborative partnership between Rhode Island Hospital and our nurses and allied health professionals union.

Meanwhile, our team in Community Health Services was hard at work, offering free clinics, screenings and vaccinations, and educating and training people in skills ranging from healthy eating to lifesaving CPR techniques.

We reached almost 4,000 people through our cancer prevention workshops and screenings, educating kids on the dangers of smoking; women on breast health; parents on the importance of sun





screen, and much more. We reached another 2,200 people through our free blood pressure and cholesterol screenings, and healthy lifestyle sessions. We held stroke support groups and heart health workshops and adolescent health sessions, in English and Spanish. We gave out free books at our back-to-school celebration, and our volunteers gave up a year's worth of lunch hours to help elementary students struggling with reading in local schools.

Community Health staff held free flu shot and childhood vaccination clinics, reaching close to 500 people. In addition, the Lifespan Community Training Center certified or re-certified almost 9,000

class participants in all disciplines of life support—basic life support, advanced cardiac life support and pediatric advanced life support. And finally, we gave hundreds of teens the skills and confidence they need to become safe babysitters, through our Lifespan Safe Sitter program—a program that earned a certificate of recognition this year for our 20-year ongoing commitment to the safety of children and the positive development of adolescents.

I Information Technology

Lifespan has long been a leader in the innovative use of information technology to enhance patient safety and care. Our hospitals were among the first in the nation to qualify as meaningful users of electronic health information under the federal government's HI-TECH act, and we are continuing to adapt, enhance and upgrade our systems to promote safer, more effective, efficient and patient-centered care.

This year, we continued our roll-out of the eClinicalWorks electronic medical record. Among other clinics and departments, The Miriam Hospital's medical, neurology, surgical, immunology and men's health clinics successfully went live, as did Pediatric Associates, East Bay Pediatrics, and the Neurology Foundation. Laboratory, radiology and pathology results interfaces were included in this effort.

We also continued to add users to eEHX, our clinical information exchange, which allows providers to share information securely about patients' care. The Women's Medicine Collaborative, the Neurology Foundation and University Medicine Foundation, among others, all successfully joined this eClinicalWorks physician portal; in Newport, Aquidneck Medical Associates also successfully joined eEHX, and is exchanging clinical information with Newport Hospital using this mechanism.

We installed an entirely new system, NaviCare, in the Noreen Stonor Drexel Birthing Center at Newport Hospital. The implementation includes interfaces for patient demographics and laboratory results and allows clinicians to document the newborn record online. This effort represents a major change in the way documentation has historically been handled on the unit for doctors and nurses.

System-wide, we improved the security of our email system by enabling additional rules and controls on the email gateway. All outbound messages are now scanned, looking for content-based policy violations, including information related to Payment Card Industry Standards, HIPAA, the Family Educational Rights and Privacy Act, the Gramm-Leach-Bliley Act, California Senate Bill 1386, state privacy laws and other personally identifiable information.

A major new project for diagnostic imaging successfully went live this year at Rhode Island, The Miriam and Newport hospitals. The Diagnostic Imaging Laterality project created "side-specific" test designations which will improve patient safety as well as support coding standards. As part of this project, the team also worked to standardize body part assignments and move toward a standard default display protocol for all affiliates.

We also completed a total upgrade of the Soft Laboratory System, including new hardware, the migration of all software, and high availability and disaster recovery testing, and completed the upgrade of Lifespan's wide area network to Multiprotocol Label Switching technology from Cox. This new network provides 10 times more bandwidth to major Lifespan sites than the old architecture, and lays the foundation for future directions in data transport of video, voice, and enhanced imaging. Most impressively, this very large project was completed without disruption of service.

Finally, we were able to implement a new patient portal at all nine offices of Newport Hospital's NHCC Medical Associates. The portal allows patients to become more involved in the management of their own care by giving them secure online access to their medical records and the ability to receive online health information from their providers. Through the portal, patients are able to view and print their personal health records; receive appointment reminders; view and update personal demographic information; review laboratory and radiology results posted by the provider; review current billing statements; and request referrals to specialists and other health care services. NHCC Medical Associates was thus able to meet several federal Meaningful Use standards by providing patients with timely access to an electronic copy of their health information.



R Research

As a comprehensive academic medical system, the Lifespan mission has three distinct and flourishing branches: providing the best possible care to patients; educating the next generation of clinicians; and advancing the field of medicine through our research enterprise.

Our commitment to cutting-edge research bears fruit not only for patients and families, but also for our broader community, as our thriving research sector serves as an economic catalyst for the city of Providence and state of Rhode Island. Our investment in the knowledge economy and in our capital city's Knowledge District creates jobs, encourages scientific synergies, and imports federal dollars into the local economy.

For example, this year is the third in a row in which our researchers attracted more than \$80 million in total external grant funding. Those funds support nearly 1,000 faculty and staff employed in our research sector, as well a total of 336,584 square feet of research space in our hospitals and freestanding laboratories. We are currently in the midst of extensive renovations to our flagship research facility, the 270,000-square-foot Coro building, and we are expanding our Medical Simulation Center, which advances research on the use of simulation technologies to improve patient outcomes.

All of this activity is resulting in powerful, tangible discoveries that translate directly to improved health outcomes both locally and on a global scale. This year, for example, researchers at Rhode Island Hospital's Cardiovascular Research Center published two new studies focusing on the causes of arrhythmia and sudden cardiac death when a genetic disorder is present. The studies used a first-ever genetic animal model the researchers developed to further their understanding of a genetic disorder known as Long QT Syndrome (LQTS). One study identified conditions and cellular mechanisms that can trigger cardiac death when LQTS is a factor, and the other, for the first time, directly linked sex hormones to the incidence of arrhythmia and sudden death. While further studies are needed in clinical trials, the clinical implications of this work will impact the standard treatment of patients diagnosed with LQTS, protecting them from arrhythmia and potentially reducing their risk of sudden cardiac death.

Rhode Island Hospital researchers also received a \$2.2 million grant to support their work on a treatment that may prevent posttraumatic osteoarthritis, a common condition in men and women who suffer joint injuries to the knee and hip. The research will allow for further





development of lubricin, a manufactured recombinant protein similar to a natural form of lubricin for the joints, which may prevent osteoarthritis following trauma. The study is funded by the United States Department of Defense, which has a powerful interest in developing new ways to keep veterans mobile after limb trauma. In the general population, trauma accounts for 18 percent of the total cases of osteoarthritis; in the military, orthopedic surgeons with the U.S. Army anticipate that almost one half of service men and women will acquire posttraumatic osteoarthritis following a new joint injury.

At The Miriam Hospital, researchers received an \$8.5 million, five-year renewal grant from the National Institutes of Health to support the continued growth of the Lifespan/Tufts/Brown Center for AIDS Research (CFAR). The grant enables both junior and senior investigators from Brown University, Tufts University and their affiliated teaching hospitals – including The Miriam Hospital – to pursue their research goals and explore new opportunities for HIV/AIDS research through interdisciplinary collaboration and shared resources. Currently, more than 60 CFAR investigators from fields including infectious diseases, virology, behavioral medicine, biostatistics and nutrition are collaborating across institutions on basic science, clinical and behavioral studies, and translational research to advance the prevention, detection and treatment of HIV/AIDS.

Also at The Miriam, researchers developed a new monitoring approach to track whether HIV-positive prisoners are getting the community-based HIV care they need once they are released. This new tool could play a major role in preventing the spread of the disease and could guide future strategies to improve the quality of care

for prisoners, a population disproportionately affected by HIV. In prison, HIV-positive inmates can access treatment, but when they are released, their care is often interrupted. Many former prisoners may have no access to treatment for months, or they may stop taking their HIV medications altogether. This treatment gap represents a major public health problem, because untreated ex-offenders are not only putting their own health in jeopardy, but are also more likely to infect others. The monitoring tool was developed in collaboration with other academic institutions and the consulting firm Abt Associates.

Findings released this year by researchers at Bradley Hospital found that a specific gene occurs more frequently in young people who experience depression symptoms when they don't get enough sleep. The study examined first-year college students and found that those who slept for fewer than seven hours a night and also showed symptoms of depression were significantly more likely to carry a specific genotype associated with low serotonin transporter production. Serotonin plays a role in mood regulation. Physicians have long advocated that adequate sleep is important for everyone and affects many health-related outcomes; this research discovered that individual differences in the serotonin system may affect how sleep and mood interact in the case of young people suffering from depression.

And finally, Rhode Island Hospital's Center of Biomedical Research Excellence (COBRE) in Skeletal Health and Repair was awarded a \$10.8 million grant from the National Institutes of Health (NIH), one of the largest grants in Rhode Island Hospital history. This grant, to be paid over five years, will fund studies of cartilage and joint health. This is the second phase of the study; researchers were awarded an \$11 million NIH grant for Phase I in 2007.

Cartilage and joint diseases are a leading cause of disability nationally, affecting an estimated 46.4 million U.S. citizens each year. The COBRE for Skeletal Health and Repair provides clinicians and research scientists the opportunity to work side-by-side to better understand how cartilage and joints are affected by injury, weight and other factors, and to develop treatments and preventive tactics for diseases such as arthritis, osteoporosis, bone developmental diseases and bone-related cancers. The new research projects to be funded by this grant encompass clinical, biological and engineering research, including analysis of the mechanical loading effects of long bone growth during skeletal development; the process by which joint cartilage degenerates in adult joint diseases; and novel strategies to harvest stem cells from fat tissues to repair bone.

There are currently 84 COBRE research centers in the U.S., and Rhode Island Hospital's COBRE is one of just two nationally focused on bone and joint diseases. The Rhode Island Hospital COBRE has the unique distinction of conducting research projects on both adult and pediatric skeletal health and diseases; basic research as well as clinical and translational research; and working toward developing repair and regeneration strategies using tissue engineering.



D Development

Our hospitals are enormously grateful to the dedicated community of donors whose generous support is central to sustaining the mission and realizing the vision of each of our affiliates. This year, our hospital foundations received a wide range of gifts and other support from individuals, families, corporations and foundations. Here are just a few of the fundraising highlights from each affiliate.

Bradley Hospital

Bradley Hospital's annual fundraiser *Bravo, Bradley!* was attended by 275 people in June and raised nearly \$300,000 in gross revenues. The event recognized clinical work in autism and other pediatric mental health conditions and raised awareness about promising research into the genetics of autism. Proceeds from the event supported Bradley's programs that benefit children and adolescents. The live auction Fund-A-Need supported the work of the Center for Autism and Developmental Disabilities, including its intensive behavioral treatment program. Also in June, Bradley Hospital received a \$150,000 grant from the van Beuren Charitable Foundation to enhance outpatient child mental health services in Newport County through a joint program of Bradley Hospital and Newport Hospital.

Newport Hospital

Newport Hospital's *Under the Tuscan Sky* summer benefit at Ochre Court welcomed 325 supporters and raised \$365,000 for the hospital. The July event was co-chaired by longtime supporters Jay and Suzie Schochet, along with Kathy and Amo Ross. Hugh Hildesley, auctioneer from Sotheby's, raised more than \$110,000 from the live auction and fund-an-item blitz, which supported the purchase of a patient monitoring system for the emergency department. The hospital's \$1.9 million *Interventional Radiology Campaign* concluded in the fall with the successful completion of a \$350,000 challenge grant from the Alletta Morris McBean Charitable Trust. A grant of \$100,000 from the van Beuren Charitable Foundation, along with major support from many other foundations and individuals, was celebrated at the October 2012 dedication of the newly named Schochet Interventional Radiology Suite. These improvements allow radiologists to perform more complex, minimally invasive diagnostic and treatment procedures using image-guided technology. Also in 2012, Newport Hospital recognized a greater need for pediatric mental health care in the local community in partnership with Bradley Hospital, as mentioned in the Bradley Hospital development update.

Bravo, Bradley! guests enjoy an evening of fine dining, bidding and dancing, which raised nearly \$300,000 to benefit the children and families served at Bradley Hospital.





Rick Henken (center) with event co-chairs Jay and Suzie Schochet at the *Under the Tuscan Sky* summer benefit, which raised \$365,000 for Newport Hospital.

Rhode Island Hospital/Hasbro Children's Hospital

Hasbro Children's Hospital welcomed 800 supporters to the Rhode Island Convention Center for the *Battleship Ball* in March 2012, which raised more than \$1 million in gross revenues—the highest fundraising total since the gala's inception in 1993. Hasbro, Inc. provided the event's theme, the *Battleship* game and film, and also sponsored a special guest performance by the B-52s. The live auction funded the establishment of the "All for One" Family Assistance Fund supporting families throughout the region who rely on Hasbro Children's Hospital for care and who do not have the means to take care of basic expenses during a long hospital stay or frequent hospital

visits. The event was presented by Hasbro, Inc. and sponsored by Toys"R"Us, Alex and Ani, Amgen, GTECH, CVS Caremark, Collette Vacations, KPMG, The Procaccianti Group, and William Morris Endeavor Entertainment, among others.

In April 2012, thousands of people tuned in to the two-day Hasbro Children's Hospital Radiothon, a partnership with Providence Cumulus Media radio stations and Children's Miracle Network hospitals. Individuals and organizations across the state and region helped raise \$611,312 to fund vital programs and equipment throughout the hospital.

L-R. Maureen Johnson, event co-chair; Timothy J. Babineau, MD, president and chief executive officer, Lifespan, and president, Rhode Island Hospital/Hasbro Children's Hospital; Dolph Johnson, event co-chair; and Lawrence A. Aubin, Sr., vice chair, Lifespan board of directors, at the *Battleship Ball*, which raised more than \$1 million for Hasbro Children's Hospital.





Patient Navigator Ellen Therrien, RN, with featured patient Kara Sousa at *The Miriam Hospital Wine & Dine Gala and Auction*, which raised more than \$462,000 to support The Miriam Hospital.

As part of the Norman Prince Neurosciences Institute (NPNI), Rhode Island Hospital received a gift of \$125,000 from Scott E. Wang, MD, to establish an annual lecture in brain and spine cancers. This endowment gift for the Scott E. Wang, MD Lecture in Neuro-Oncology will bring leading experts to Providence to present the best clinical practices and cutting-edge research to the NPNI community of clinicians and patients, and to meet with neuroscience faculty, staff, and medical students and residents as part of this educational program. Wang, a Jamestown resident, is the former chairman of the department of pathology at Newport Hospital.

The Miriam Hospital

The Miriam Hospital Wine & Dine Gala and Auction in May 2012 at the North Central Airport in Smithfield welcomed 475 attendees and raised more than \$462,000 to support *The Miriam Fund for a New Generation* and the *Patient Navigator Program* at The Leonard and Adele R. Decof Family Comprehensive Cancer Center at The Miriam Hospital. Chef Karsten Hart of Castle Hill won a champion chefs challenge with celebrity judges from the Food Network and the Cooking Channel. The title sponsor was Nortek, the presenting sponsor was Amica Insurance, and the platinum sponsor was Med Tech Ambulance Service. In September, *The Miriam People Dinner* brought together donors who have made annual gifts to The Miriam of \$1,000 or more or have given \$25,000 or more throughout their lifetime, to shine a spotlight on all that was made possible this year through philanthropy and the opportunities that lie ahead. Timothy J. Babineau, MD, president and chief executive officer, Lifespan, and president, Rhode Island Hospital, gave the keynote speech on Lifespan and The Miriam in a rapidly changing health care environment.

We extend our deepest gratitude to the many friends and supporters of the Lifespan hospitals for their profound generosity.

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