My GH role and responsibilities are changing and evolving, so this will be the last newsletter opening missive from me. I would like to take this opportunity to thank the many medical staff leaders I’ve had the honor and pleasure of working with. Our elected officers and department and section chiefs have been an invaluable and incredible resource and support for me and I am truly grateful for their efforts and commitment.

Thank you to the many physicians involved in or leading our many clinical improvement initiatives – reducing avoidable readmissions; improving outcomes of our patients with sepsis; decreasing hospital acquired infections; reducing opioid prescribing; improving the treatments of pneumonia, COPD, congestive heart failure, acute myocardial infarction, diabetes, stroke, behavioral health and on and on. Their guidance and input have helped standardize many aspects of our bedside clinical care. Their partnering with our nursing and ancillary support staffs have enhanced clinical excellence and improved the experiences of our patients and the communities we serve. There are too many members of our medical staff to name individually, so THANK YOU ALL.

Covid-19 separated many of us socially and to a certain extent further removed the hospital as a gathering place for so many of you. But it also brought us together in many ways, as I’ve shared with you in prior entries in this newsletter. Our medical staff distinguished itself by providing outstanding care and by doing so with great compassion. We have much to be proud of. We will likely have many more opportunities to highlight our work when faced with a future crisis. I have no doubt that our medical staff will continue to excel and to exceed expectations. We don’t do everything here at Greenwich Hospital, but when we decide to do something, we do it very well. Kudos to you.

Remember to practice the high reliability safety behaviors that have helped bring us to zero serious safety events for over a year! Physician participation in these efforts, especially communicating effectively and professionally, directly contribute to the safe care of our patients. Strict adherence to appropriate hand hygiene, good handoffs to each other, sharing timely and appropriate clinical information - each and all of these make a difference. Keep up the great work.
I’m happy to announce that we are re-kindling our efforts focused on wellness, burnout and professional fulfillment. We will continue to enhance experience and interactions with our EMR, jump start our speaker series and concentrate efforts to confront, and hopefully significantly reduce stress. One of the tools to help with these initiatives is our Wellness Survey, which began on September 15 and will last for several weeks. Please participate in the survey – your input is invaluable in planning for 2021.

Also, we are excited to announce that our Schwartz Center Compassion Rounds will start again in October with a three-part series on staff experiences with Covid, “In the Heat of Battle,” featuring our physicians, nurses and clinical support departments. We will record this series and make it available on our system MD Portal – https://ynhhconnect.org. Log in using your Epic ID and password.

Lastly, I, along with the medical team, am very excited to welcome our new chief medical officer, Dr. Karen Santucci. I hope you had the opportunity to read about Dr. Santucci in the June issue of this newsletter. She is already very well known to our Emergency Department staff, having successfully implemented Greenwich Hospital’s pediatric emergency physician coverage. Her experiences both clinically and administratively will help advance our hospital and medical staff into the future. Dr. Santucci is a strong advocate for patients and a very strong advocate for members of our medical staff. Karen begins her new role as senior vice president of Medical Services with us this month, so please extend her a warm welcome.

Thank you.

YNHHS announces leadership changes

Yale New Haven president Richard D’Aquila to step down

After nearly 15 years of service, Richard D’Aquila announced his decision to transition out of his roles as president of Yale New Haven Hospital and Yale New Haven Health, effective Oct. 5. D’Aquila joined Yale New Haven Hospital in 2006 to serve as chief operating officer and is credited for establishing a robust relationship with Yale Medicine and Yale School of Medicine.

D’Aquila led an approach to build expertise and access by developing key service lines, from Smilow Cancer Hospital to Heart and Vascular to Yale New Haven Children’s Hospital. Through his efforts, YNHH and YSM recruited national leaders in their fields and supported exceptional growth in clinical offerings along the way.

D’Aquila plans to return to his consulting practice after leaving Yale New Haven.

Christopher O’Connor to become YNHHS president

Also effective Oct. 5, Christopher O’Connor will become the new president of Yale New Haven Health. Currently executive vice president and chief operating officer for YNHHS since 2012, O’Connor served as president and CEO of the Hospital of Saint Raphael before its integration with Yale New Haven Hospital that year.

O’Connor will work directly with colleagues from each YNHHS delivery network, as well as Yale School of Medicine, to advance high-quality care throughout the region.

As YNHHS chief operating officer, O’Connor led a number of critical initiatives involving the health system’s growth, including the affiliation with Lawrence + Memorial Health in 2016 and Bridgeport Hospital’s acquisition of Milford Hospital in 2019. O’Connor also serves on the boards of Greenwich Hospital and Northeast Medical Group.

Keith Churchwell, MD, named president, Yale New Haven Hospital

Keith Churchwell, MD, has been appointed president of Yale New Haven Hospital, effective Oct. 5. Dr. Churchwell was most recently chief operating officer and executive vice president for YNHH, after five years as senior vice president of Operations and executive director of Heart and Vascular and Transplantation services. Dr. Churchwell joined Yale New Haven Hospital in 2015.

Dr. Churchwell is currently on the national Board of Directors of the American Heart Association and is active in the local community, serving as president of the New Haven Symphony Orchestra.
YNHHS marks an Epic anniversary

Greenwich Hospital became YNHHS’ first delivery network to go live with Epic, in April 2012.

Allen Hsiao, MD, chief medical information officer, YNHHS and Yale School of Medicine remembers the “old days,” when a critically ill patient transferred from another hospital to Yale New Haven Hospital would arrive with a stack of papers.

Those might feel like the “old days,” but it was only 10 years ago that YNHHS’ Board of Trustees voted to adopt Epic, a comprehensive patient care and business software platform.

It took two years to customize the platform to meet YNHHS’ needs, but in 2012, Greenwich Hospital was the first delivery network at Yale New Haven Health to launch Epic, followed by other delivery networks, Yale Medicine and additional physician practices.

Since then, Epic has helped dramatically improve care quality, safety and efficiency and streamline business operations. While it has numerous components and features, Epic is based on a simple premise: Create one electronic medical record for each patient that can be easily and securely shared.

Tools and functions that have had the biggest impact at YNHHS include:

**Data collection:** Epic collects an enormous amount and variety of data that can be used to improve patient care and operations. YNHHS’ Capacity Coordination Center is one example of how real-time Epic data help ensure patients receive appropriate, timely care in the right settings. This was critical during the COVID-19 surge, when patient care units were relocated and reconfigured and staff deployed to different areas.

**Epic clinical decision support tools** provide alerts, reminders and recommendations to help clinicians improve patient outcomes. Tools include health maintenance reminders, order sets, documentation templates and best practice alerts.

The **MyChart patient portal** makes it easy for patients to access their health information, interact with care providers and view and pay bills. At COVID-19’s peak, YNHHS and Yale Medicine providers used MyChart to conduct 4,000 telehealth visits daily with patients, up from around 30 visits a week pre-COVID.

**Barcode scanning** for medication and blood administration and specimen collection helps prevent errors. Epic supports the ‘five rights of medication administration’ – the right drug, right dose, right route and right patient, at the right time. Nurses scan barcodes on patients’ ID bands and on medications, blood products or specimen collection containers. Epic alerts the nurse of any discrepancies. Epic’s Rover app allows nurses to scan with their hospital smartphones, right from the palm of their hand.

**Biomedical device integration:** Before, nurses obtained patients’ vital signs and manually entered them into the patient record, which had a potential for transcription errors. Epic interfaces with many different devices, including those that monitor vital signs. Information automatically flows into patients’ electronic health records, and is immediately available to a patient’s care team, throughout YNHHS and at physician practices with Epic access.

With Epic, patients’ information is instantly available to anyone involved in their care – whether in the practice’s Guilford office, a YNHHS hospital or pediatric primary care clinic.

**Center for Healthy Living Program – National Certification through AACVPR**

After an intensive review process, Greenwich Hospital’s Center for Healthy Living was recently re-certified for both its cardiac and pulmonary programs. Located at 500 West Putnam Ave., the Center for Healthy Living focuses on rehabilitation, prevention and wellness for patients with cardiovascular, pulmonary, peripheral vascular disease and other chronic diseases. Programs are designed to assist

Continued on page 4
patients to improve their physical fitness and overall health though lifestyle changes and risk factor management.

The certification, from the American Association of Cardiovascular and Pulmonary Rehabilitation, is reviewed every three years and includes an extensive review of the program’s staff competencies, treatment plans, emergency policies, exercise prescription policies, staff in-services, clinical cardiac outcomes and clinical pulmonary outcomes.

The Center’s Cardiac Rehabilitation program is for people who have had a recent heart attack, angioplasty, heart bypass surgery, heart valve repair/replacement, stable angina, heart failure, or heart transplant. The Pulmonary Rehabilitation Program is designed for individuals diagnosed with pulmonary diseases such as COPD, pulmonary fibrosis, restrictive lung disease or have had a lung transplant. Physician referral is required for both programs, which can be entered thru Epic to the Department (ID #3428 GH Healthy Living Center).

Other programs at the Center include Peripheral Artery Disease Rehabilitation; a Medical Fitness Program and the Nutrition and Exercise Therapy for Breast Cancer Survivors (NEXT) program.

Call the center at 203-863-3756 for more information.

Greenwich Hospital recognized as leader in stroke care

Greenwich Hospital’s high-quality stroke program was recognized by the American Heart Association/American Stroke Association for providing up-to-the-minute scientifically based treatment to support better patient outcomes.

The Get With The Guidelines-Stroke Gold Plus Quality Achievement Award and the Target: Type 2 Diabetes Honor Roll Award represent the exceptional care patients with stroke and diabetes receive at Greenwich Hospital.

$500,000 gift establishes Disaster Relief Fund for employees

In recognition of the sacrifices made to save lives, Greenwich Hospital has established a COVID-19 Employee Disaster Relief Fund to support frontline workers, including physicians, nurses, allied healthcare professionals and other staff members. The O’Malley Family Foundation donated $500,000 to create the fund and will double each additional dollar contributed.

Employees who worked during the pandemic and are in good standing may apply for financial support to cover certain expenses with awards based on demonstrated need and availability of funds. Covered items may include rent, mortgage and utility payments; transportation costs; child care expenses; groceries and essential items. For more information and applications, contact Human Resources at 203-863-3157.

YNHHS to launch tool, workflows to improve access to care for patients with disabilities

YNHHS has launched a screening tool and workflows in Epic to help providers identify patients with disabilities and ensure they receive the health services they need to achieve the best possible health outcomes.

A multidisciplinary, YNHHS Clinical Redesign team developed the workflows, designed to screen patients for disability, document disabilities in Epic, request special accommodations and document that special accommodations were rendered.
Providing access to high-value, patient-centered care is part of Yale New Haven Health’s vision. This includes bringing YNHHS programs, services and skilled personnel into our communities, and providing ways for people with disabilities to confidently interact and communicate with healthcare providers.

Luming Li, MD, physician partner for the Clinical Redesign project, explained that the new workflows will help providers and clinicians identify the patient’s specific needs – physical, behavioral or communication-related – that may create challenges in delivering that high-quality care. Dr. Li also explained that a patient’s disability status, accommodations and scheduling to include accessible medical equipment are not routinely documented in the Epic electronic medical record. The Clinical Redesign project aimed to document disability status and the encounter in the medical record; trigger accommodations to be requested; document accommodations provided; and develop appropriate workflows.

With the Epic upgrade, staff documenting disabilities will see a storyboard icon of a patient raising their hand, representing disability. The icon will appear only if a screening tool question has an affirmative response. Hovering over the icon will open a window that displays information from the flowsheet and/or demographics section.

Patients arriving for services at any entry point will be screened for disability status, and their information documented and available for future visits.

Yale New Haven Health hospitals named LGBTQ Healthcare Equality Leaders

As the COVID-19 pandemic continues to highlight the importance of access to quality health care, the Human Rights Campaign (HRC) released its 13th annual Healthcare Equality Index (HEI), which scores health care facilities on policies and practices dedicated to the equitable treatment and inclusion of their LGBTQ patients, visitors and employees.

In its 2020 report released recently, the HRC names Bridgeport, Greenwich, Lawrence + Memorial, Westerly and Yale New Haven hospitals as Healthcare Equality Leaders.

Organizations designated as Leaders in LGBTQ Healthcare Equality are recognized for implementing LGBTQ-inclusive policies and practices in four areas: patient-centered care, patient services and support, fully inclusive employee benefits and policies, and patient and community engagement.

Save the Date – Breast Center Educational Day

Greenwich Hospital Breast Care Services will host the annual Breast Center Educational Day on Saturday, Oct. 31, 2020, 8 am - 1:15 pm via Zoom. The virtual event will cover lymphatics, lymphocytes, lymphoma and breast implants and feature patient testimonials. The free event is open to nurses, social workers, surgical technicians, radiation therapy technicians, radiology/breast imaging technicians, physician assistants and physicians.

Attendees can receive a maximum 5-hour credit AMA PRA Category 1 Credit, 5 contact hours for nurses, 5.25 Category A credits from ASRT and 5 credits from NASW/CT. Registration is required by October 26, 2020. For more information and to register, email elisa.o'brien@greenwichhospital.org.

Newsletter submissions

Deadline for submission of content for the October 2020 issue of Medical Staff News is Friday, Oct. 2. Please submit items for consideration to Karen Santucci, MD at Karen.Santucci@greenwichhospital.org or Myra Stanley, Yale New Haven Health at 203-688-1531 or myra.stanley@ynhh.org.

CHAMP for safety

High reliability organizations operate successfully in high-risk industries. For hospitals, CHAMP is a mnemonic used to help eliminate instances of preventable patient harm.

C – Communicate clearly
H – Handoff effectively
A – Attention to detail
M – Mentor each other
P – Practice and accept a questioning attitude
Medical Staff Changes (July 2020)

Appointees

Ron Adelman, MD
(Ophthalmology)
Yale Eye Center
40 Temple St.
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Fax: 203-785-7694

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Fax: 203-785-4937

Jawad Rashid, MD
(Anesthesiology)
Greenwich Anesthesiology Associates
5 Perryridge Road
Greenwich, CT 06830
Phone: 203-863-3399
Fax: 203-863-3391

Resignation/Non-Renewal of Privileges

Susan Blum, MD (Medicine)
Pedro De Oliveira Coutinho, MD (Neurosurgery)
Michele Foley, APRN (Urology)
Kathleen Kenney-Riley, APRN (Emergency Medicine)
Jonathan Potack, MD (Gastroenterology)

Change in Status

Silvio Ceccarelli, MD (Medicine) was granted a leave of absence
Elena Gazzola, MD (Pediatrics) was granted a leave of absence
Michele Rohr, MD (Obstetrics & Gynecology) was granted a change in status from Active to Honorary Staff
James Sabetta, MD (Infectious Diseases) was granted a change in status from Active to Telemedicine Staff
Georgeann Torina, PA (Surgery) was granted a leave of absence

Office Move

Samit Malhotra, MD
(Sleep Medicine)
Sleep and Neuroscience Associates
15 Valley Drive
Greenwich, CT 06831
Phone: 203-653-3519
Fax: 203-489-3169

Yale Medicine Urology at Greenwich Hospital
(James Rosoff, MD & Leonid Bilenkin, PA)
55 Holly Hill Lane
Greenwich, CT 06830
Phone: 203-863-4581
Fax: 203-863-4582
Care Center Scheduling: 203-863-4670

In Memoriam

Kevin Conboy, MD (Cardiology), member of the Active Medical Staff and former Chairman of the Credentials Committee passed away in August.

Check yourself!

Remember STAR to help your brain catch up with what your hands are getting ready to do.

**Stop** – Pause for 1-2 seconds to focus on the task at hand.

**Think** – Consider the action you’re about to take.

**Act** – Concentrate and carry out the task.

**Review** – Check to make sure the task was done correctly and you got the correct result.

STAR reduces your chances of making an unintended mental slip or lapse by more than 10 times.