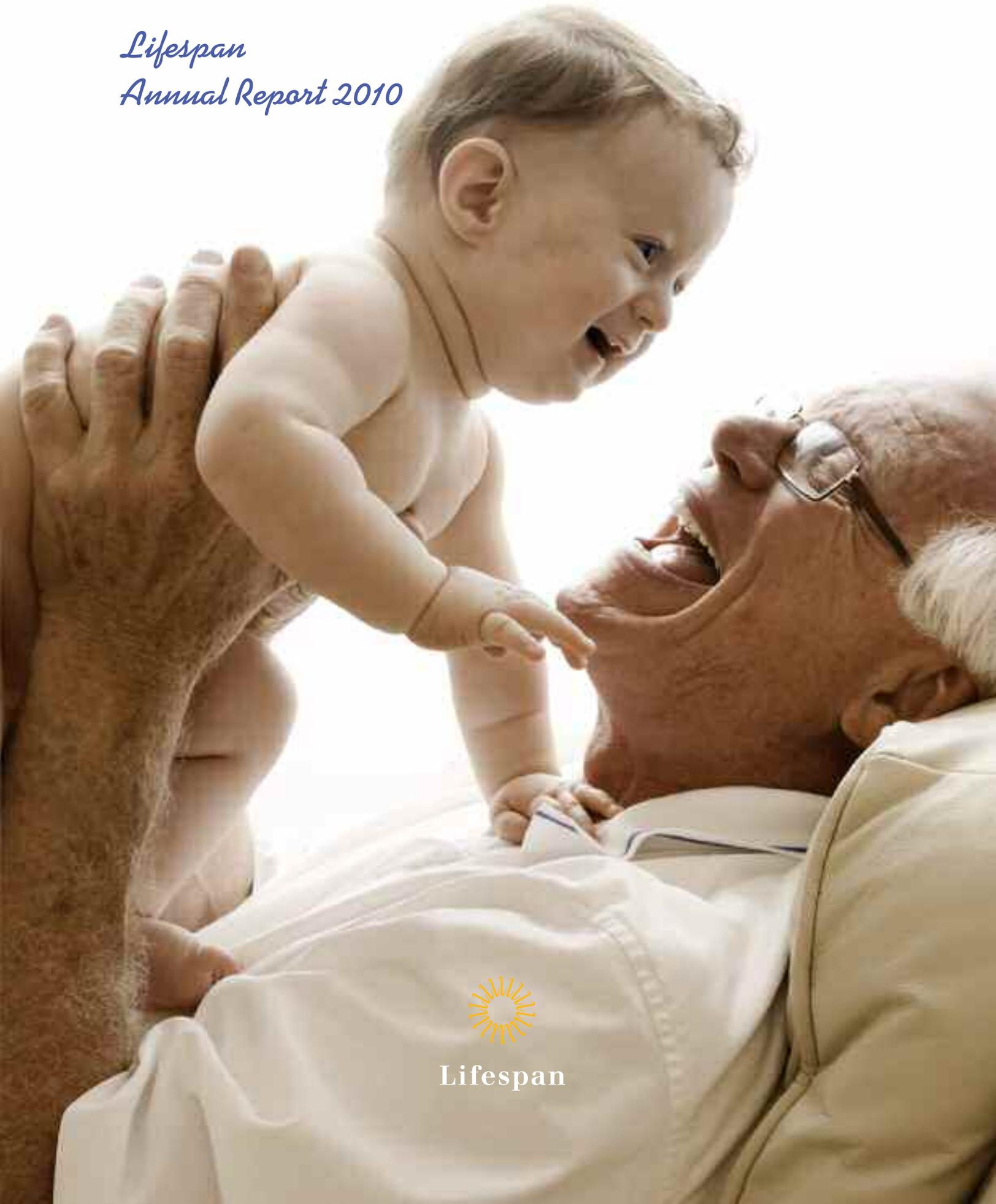


*Lifespan*  
*Annual Report 2010*



Lifespan

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## *Lifespan Mission*

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.

## *A Letter from the President and Chief Executive Officer and the Chairman of the Board*



George A. Vecchione  
*President and Chief Executive Officer,  
Lifespan*



Alfred J. Verrecchia  
*Chair, Lifespan Board of Directors*

One year ago, as we surveyed a shifting health care landscape and an uncertain economy, we described our organization as standing at a crossroads. This year, with an economy that is far from recovery and reforms that are subject to changing political winds, we find ourselves taking our first steps down a road that is still under construction.

Fortunately, we are starting our journey from a position of stability and strength. We entered this turbulent, recessionary period relatively well prepared: we had made important investments in our own facilities and infrastructure, and could slow down the flow of capital without harming our effectiveness and ability to provide the highest quality care. We've been aggressive about controlling our own expenses while managing to protect our workforce and avoid layoffs.

Concurrently with these measures, we have maintained our focus on clinical and scientific excellence in the realms of research, patient care and patient

safety. As we have pursued our vision of creating one academic medical center on the two campuses of Rhode Island and The Miriam hospitals, those institutions have been inexorably advancing into the very top ranks of academic medical centers across the country. Bradley Hospital has been gaining recognition as an undisputed national leader in the field of child and adolescent mental health. We have strengthened our ties to The Warren Alpert Medical School of Brown University, signing a new and expanded agreement this year, in recognition of the crucial role our hospitals play in training the next generation of health care professionals. And despite challenging times for community hospitals, Newport Hospital has continued to be a vital local resource.

prevention and wellness, avoiding fragmented, episodic, and ultimately expensive and ineffective care. Our current fee-for-service environment must shift its focus from volume to value, and we must work to transform ourselves from a hospital care system to a health care system, by creating new hospital/physician alignments.

To that end, we have appointed Richard Goldberg, MD, psychiatrist-in-chief of Rhode Island and The Miriam hospitals, as Lifespan senior vice president for physician network development. In this new role, Goldberg is working to develop a comprehensive physician network strategy, aligning the three poles of health care—payers, patients and physicians—to create care that is more accountable in cost, quantity and outcome. It is only through

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## We must work to transform ourselves from a hospital care system to a health care system, by creating new hospital/physician alignments.

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Now, we must take some of that same innovative energy and apply it to the daunting but crucial task of re-engineering how health care is delivered.

As Congress continues to mold the health care law, the final shape of reform may change. But the fundamental push toward reform must continue for two reasons: because the relentless increases in the cost of our current system are financially unsustainable; and because the current system has failed to produce an affordable, coordinated, patient-centered delivery system.

As the largest provider of health care in southeastern New England, Lifespan has a responsibility to shape the new model and therefore is thinking creatively and strategically. We envision a new patient-centered health care model, one focused on

partnerships with providers and payers—and an ever more powerful focus on patient satisfaction and preventive care—that we can build an integrated, patient-friendly delivery system that will allow us to continue our mission of clinical excellence, teaching and research.

It's no small task that lies ahead. But as we take these first steps on the road toward a reinvention of health care, we do it with full confidence in the vision, intellect, skill and dedication of our staff, and the vibrancy and strength of our hospitals. With the courage to take bold steps, a commitment to the health of our communities and an appetite for hard work, we will succeed in shaping a healthier future.

## *A Brief History of Lifespan*

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 about 12,000 employees. Rhode Island Hospital is the principal teaching hospital for The Warren Alpert Medical School of Brown University, and both The Miriam and Bradley hospitals are major teaching affiliates. Our hospitals received more than \$78 million in external research funding in fiscal year 2010, 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 five years, 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, 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.

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 services to free clinics.



### Lifespan Statistics – Fiscal Year 2010

#### FINANCIAL PERFORMANCE

Total operating revenue:	\$1,618,798
Total operating expenses:	\$1,587,862
Income from operations:	\$30,936
Net income:	\$36,960
Net patient service revenue:	\$1,439,677
Total assets:	\$2,271,875
Research funding revenue:	\$78,450

#### STATISTICAL DIGEST

Employees:	12,378
Licensed beds:	1,155
Patient discharges:	57,632
Emergency department visits:	232,702
Outpatient visits:	312,902
Outpatient surgeries:	24,054
Inpatient surgeries:	15,892
Home health care visits:	15,659

#### NET COST OF CHARITY CARE AND OTHER COMMUNITY BENEFITS

Charity care:	\$53,874
Medical education, net:	\$54,040
Research:	\$13,684
Subsidized health services:	\$13,431

Community health improvement services and community benefit operations:	\$1,541
Unreimbursed Medicaid costs:	\$2,886
Total cost of charity care and other community benefits:	\$139,456

(\$ in thousands)



## Emma Pendleton 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 for 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. More than 30 postdoctoral residents and fellows in

child psychiatry, psychology and pediatrics receive training in Bradley Hospital’s programs every year. Its research arm, the Bradley Hasbro Children’s Research Center, brings together a multidisciplinary team of investigators working to advance our knowledge of children’s mental health through federally funded research projects. Bradley Hospital also operates the Bradley School, a fully certified special education school. A private, not-for-profit hospital, Bradley Hospital is a member of the Lifespan health system.

### Bradley Hospital Statistics – Fiscal Year 2010

Employees:	855	NET COST OF CHARITY CARE AND OTHER COMMUNITY BENEFITS	
Affiliated physicians:	39	Charity care:	\$701
Licensed beds:	60	Medical education, net:	\$1,192
Total assets:	\$119,861	Research:	\$880
Patient discharges:	1,243	Subsidized health services:	\$4,360
Outpatient visits:	10,102	Total cost of charity care and other community benefits:	\$7,133
Home health care visits:	15,659		
Net patient service revenue:	\$59,965		
Research funding revenue:	\$3,185		

(\$ in thousands)



## 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.

Newport Hospital

### Newport Hospital Statistics – Fiscal Year 2010

<u>Employees:</u>	<u>923</u>
<u>Affiliated physicians:</u>	<u>252</u>
<u>Licensed beds:</u>	<u>129</u>
<u>Total assets:</u>	<u>\$308,785</u>
<u>Patient discharges:</u>	<u>5,298</u>
<u>Births:</u>	<u>1,441</u>
<u>Emergency department visits:</u>	<u>31,590</u>
<u>Outpatient visits:</u>	<u>51,334</u>
<u>Outpatient surgeries:</u>	<u>4,561</u>
<u>Inpatient surgeries:</u>	<u>1,741</u>
<u>Net patient service revenue:</u>	<u>\$107,818</u>

### NET COST OF CHARITY CARE AND OTHER COMMUNITY BENEFITS

<u>Charity care:</u>	<u>\$3,582</u>
<u>Subsidized health services:</u>	<u>\$1,645</u>
<u>Community health improvement services and community benefit operations:</u>	<u>\$312</u>
<u>Unreimbursed Medicaid costs:</u>	<u>\$845</u>
<u>Total cost of charity care and other community benefits:</u>	<u>\$6,384</u>

*(\$ in thousands)*



## 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. Many of its physicians are recognized as leaders in their respective fields of cancer, cardiology, orthopedics, diabetes, emergency medicine and trauma,

neuroscience, pediatrics, radiation oncology and surgery. Rhode Island Hospital receives nearly \$50 million each year in external research funding. It is home to Hasbro Children’s Hospital, the state’s only facility dedicated to pediatric care, which is ranked among the top 30 children’s hospitals in the country by *Parents* magazine. Rhode Island Hospital is a founding member of the Lifespan health system.

### Rhode Island Hospital Statistics – Fiscal Year 2010

Employees:	7,341
Affiliated physicians:	1,699
Licensed beds:	719
Total assets:	\$1,279,310
Patient discharges:	35,453
Emergency department visits:	148,402
Outpatient visits:	202,983
Outpatient surgeries:	13,432
Inpatient surgeries:	10,112
Net patient service revenue:	\$918,658
Research funding revenue:	\$52,845

NET COST OF CHARITY CARE AND OTHER COMMUNITY BENEFITS	
Charity care:	\$39,626
Medical education, net:	\$42,425
Research:	\$9,797
Subsidized health services:	\$6,900
Community health improvement services and community benefit operations:	\$984
Total cost of charity care and other community benefits:	\$99,732

(\$ in thousands)



## The Miriam Hospital

The Miriam Hospital, established in 1926 in Providence, RI, is a private, not-for-profit hospital affiliated with The Warren Alpert Medical School of Brown University. The Miriam Hospital offers expertise in cardiology, oncology, orthopedics, men’s health, and minimally invasive surgery. It is home to the state’s first Joint Commission-certified stroke center and the only robotic surgery program and Women’s Cardiac Center in Rhode Island. One of 18 designated Center for AIDS Research (CFAR) sites, the hospital

is a leader in the treatment, research and prevention of HIV/AIDS. The Miriam Hospital’s Centers for Behavioral and Preventive Medicine attracts nearly \$14 million in federal research funding annually to address the leading lifestyle causes of disease burden and death, including weight control, physical activity, and smoking cessation. The Miriam Hospital has been awarded Magnet Recognition for Excellence in Nursing Services four times and is a founding member of the Lifespan health system.

*The Miriam Hospital*

### The Miriam Hospital Statistics – Fiscal Year 2010

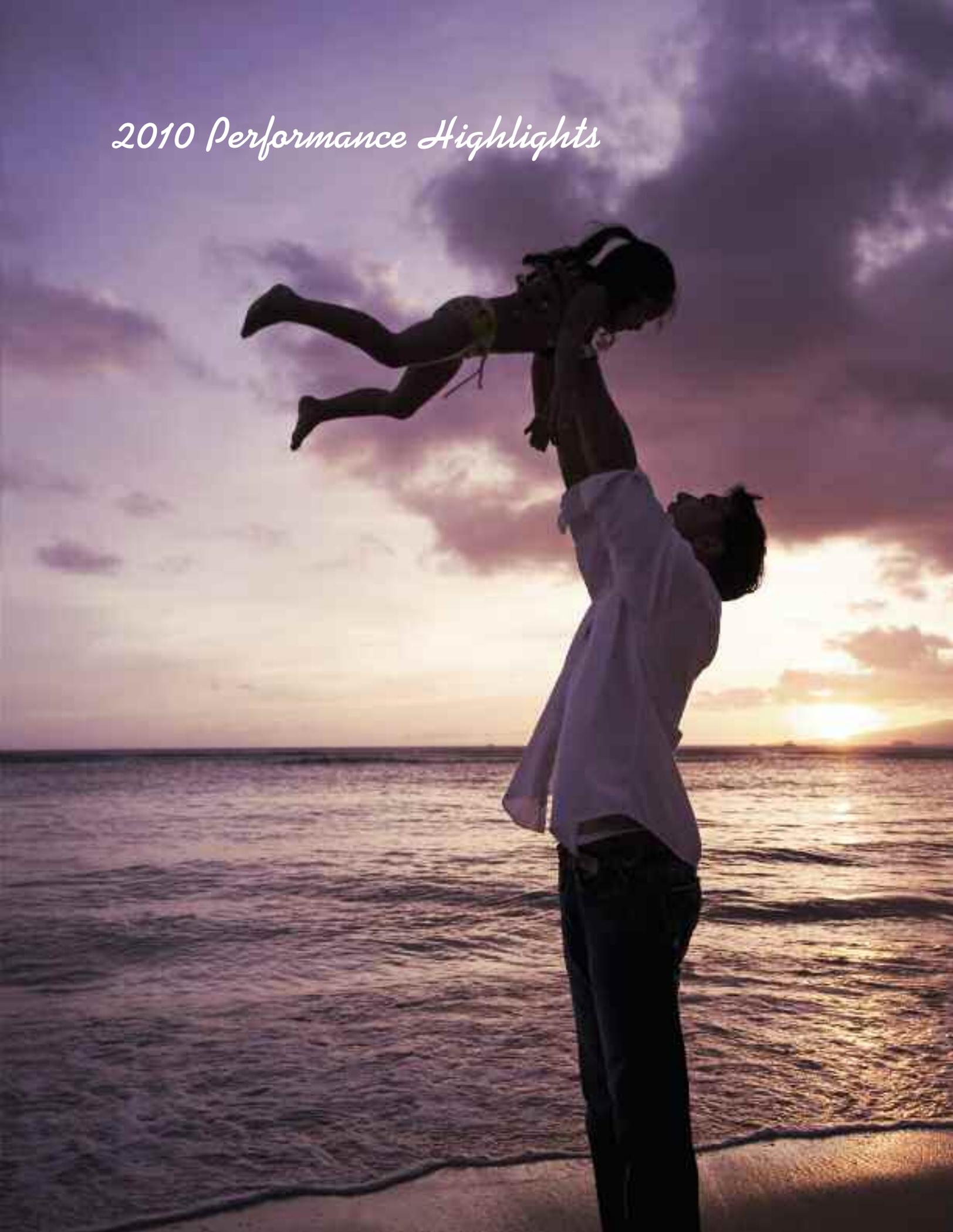
Employees:	2,491
Affiliated physicians:	963
Licensed beds:	247
Total assets:	\$376,984
Patient discharges:	15,638
Emergency department visits:	52,710
Outpatient visits:	48,483
Outpatient surgeries:	6,061
Inpatient surgeries:	4,039
Net patient service revenue:	\$353,527
Research funding revenue:	\$22,420

#### NET COST OF CHARITY CARE AND OTHER COMMUNITY BENEFITS

Charity care:	\$9,965
Medical education, net:	\$10,423
Research	\$3,007
Subsidized health services:	\$526
Community health improvement services and community benefit operations:	\$245
Unreimbursed Medicaid costs:	\$2,041
Total cost of charity care and other community benefits:	\$26,207

*(\$ in thousands)*

*2010 Performance Highlights*



## Distinctions

In this transformative period for health care, it's heartening to tally the recognition, awards and certifications our hospitals have garnered this year. They remind us that in the midst of change, our core focus on excellence, accountability and delivering the highest quality care is unwavering.

For example, this year, Rhode Island Hospital's adult cardiothoracic critical care unit received the most prestigious award for critical care nursing; it was the only adult unit in Rhode Island and the Boston area to be so honored. The Beacon Award for Critical Care Excellence has been given to just 4 percent of the more than 6,000 critical care units in the United States.



The Rhode Island Burn Center at Rhode Island Hospital received designation as a verified adult and pediatric burn center by the American Burn Association and American College of Surgeons. To receive this designation, a burn program must meet rigorous standards in organizational

structure, personnel qualifications, facilities resources and medical care services. The recognition is a testament to the unparalleled expertise and excellence the hospital offers in burn care.

Rhode Island Hospital, The Miriam Hospital and Newport Hospital were certified primary stroke centers by The Joint Commission. Certification is available only to stroke programs in Joint Commission-accredited acute care hospitals. As the region's only primary stroke center located within a Level 1 trauma center, Rhode Island Hospital delivers the most advanced clinical care to acute stroke patients and provides back-up services to all primary stroke centers in the region. The Norman M. Fain Family Stroke Center at The Miriam received its third certification as a primary stroke center from The Joint Commission and its second consecutive Gold Plus Performance Achievement Award from the American Heart Association and American Stroke Association. The Miriam, which was the first hospital in Rhode Island to be certified a stroke center, holds



*The Rhode Island Hospital Burn Center*

the distinction of being the only center in the state to be certified three times. And after an on-site accreditation survey by The Joint Commission in June, Newport Hospital achieved full certification as a primary stroke center with no recommendations for improvement, or contingencies assigned.

Newport Hospital was also redesignated a Baby Friendly hospital by the World Health Organization and UNICEF this year. Since the hospital was first named a Baby Friendly facility in 2003, the Noreen Stonor Drexel Birthing Center has been steadfast in adhering to Baby Friendly standards and in continuously enhancing patient care. Several of the staff are certified lactation consultants, and the high percentage of birthing center mothers who breastfeed makes the birthing center a model for the rest of the state. The designation makes Newport the only hospital in the region to achieve both Magnet designation for excellence in nursing and Baby Friendly designation.

At The Miriam Hospital, The Leonard and Adele R. Decof Family Comprehensive Cancer Center was a 2010 recipient of the Commission on Cancer's Outstanding Achievement Award for providing excellent care to cancer patients. The cancer center exceeded the quality standards in five main areas: cancer committee leadership; cancer data



*The Noreen Stonor Birthing Center at Newport Hospital*

management; research; community outreach; and quality improvement. The center also received Quality Oncology Practice Initiative certification from the American Society of Clinical Oncology; it was the only teaching hospital in Rhode Island to receive this important national certification.

Bradley Hospital was one of three hospitals across the country selected as a case study award winner by the Quality Indicator Project, an international organization that seeks to improve patient care. Bradley's department of behavioral education was



*The Miriam Hospital Stroke Center*

specifically recognized for its work in developing and implementing a hospital-wide initiative to address the most challenging undertaking for clinical staff at all psychiatric hospitals—responding safely to patients who are exhibiting disturbing and dangerous behaviors that require physical intervention.

In addition, Bradley Hospital's state-of-the-art inpatient building—the centerpiece of a campus-wide modernization project—was selected for a Building of America award as one of New England's most innovative design projects of the year. The new building houses the hospital's child and adolescent inpatient programs and Center for Autism and Developmental Disabilities (CADD). All the rooms are arranged in small pods to ensure privacy to the patients and their families, and to allow the staff to closely monitor and quickly respond to patients' needs. The building is also designed to be welcoming and inviting for children and adolescents, with cheerful colors and dedicated spaces for indoor/outdoor and formal/informal interaction.



*State-of-the-art inpatient building at Bradley Hospital*

Finally, the Lifespan health care system was named one of the Top 100 Integrated Health Networks in the United States. The selection process rates health care networks on their performance level and degree of integration in eight categories such as clinical integration, technology integration, use, services offered, financial stability and physician participation. Lifespan was one of only seven integrated health networks in New England to be included in the Top 100. It was the seventh time Lifespan has been included in the Top 100 by SDI, a data and analytics firm, which has tracked integrated health networks and looked at critical success factors since 1994.



## *Patient Safety*

Our commitment to patient safety and quality care continues to be absolutely central to the Lifespan mission, and a core principle at all our affiliate hospitals. To that end, we applaud the new statewide Medical Event Reporting System (MERS), which went live at Rhode Island, The Miriam, Newport and Bradley hospitals in July 2010.

This web-based reporting system allows staff members to identify and document patient safety events, such as falls, medication errors, communication problems and equipment issues. Staff members are also encouraged to report “near misses,” or “good catches,” which help prevent errors before they happen. All hospital employees—not only clinicians—have the authority and responsibility to report patient safety events or potentially unsafe conditions.

The MERS system was developed by a team at Columbia University, through a grant from the Agency for Healthcare Research and Quality. While Lifespan hospitals already had an effective occurrence reporting system in place, MERS allows structured feedback and gives clinical personnel more ownership and involvement in the reporting process. It also ties into the new statewide Patient Safety Organization, and gives us access to standardized data across the state, so that we can spot trends or problem areas faster. Rhode Island will be the first state in the country to have all hospitals using common terminology and forms on the same reporting system.

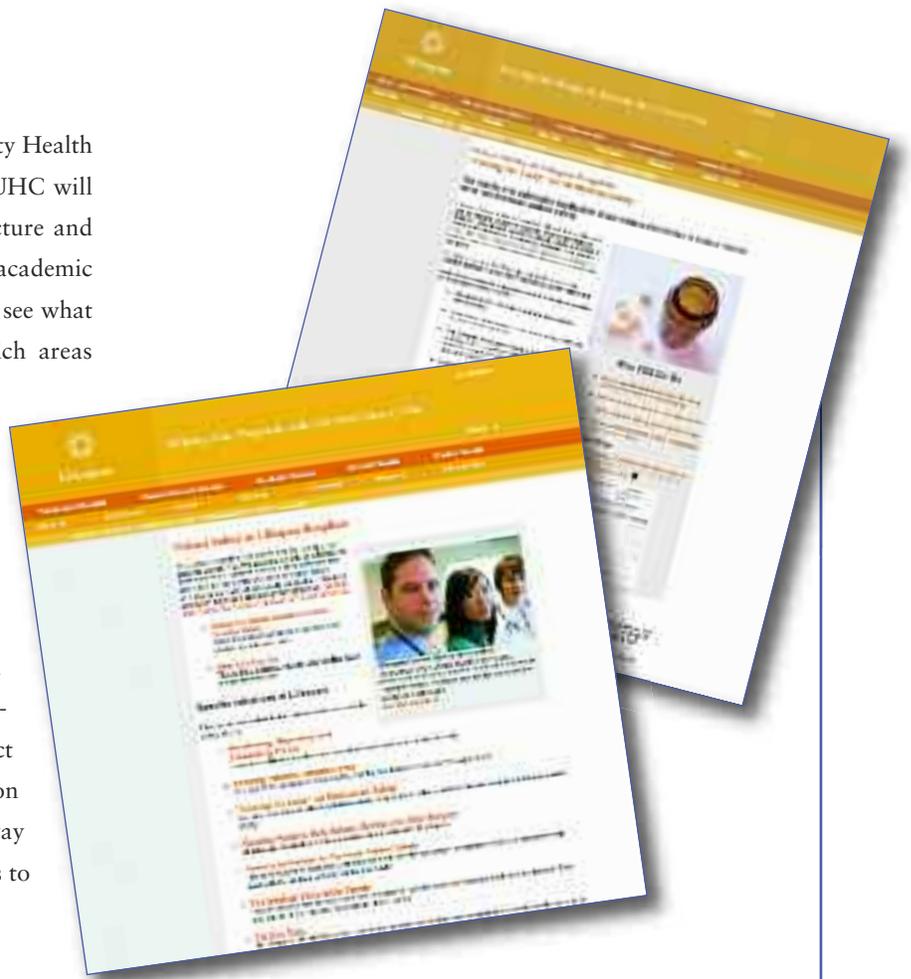
In another move toward enhancing our culture of safety and raising the bar for excellence, both The Miriam Hospital and Rhode Island Hospital recently joined the leading quality and safety



*Clinicians at Rhode Island Hospital*

organization in the country: the University Health System Consortium. Being part of the UHC will allow us to compare our services, structure and performance with our peers at the top academic medical centers in the nation, helping us see what areas we need to improve and in which areas we excel.

Finally, Lifespan launched a new patient safety website in August. This system-wide effort comprises in-depth information about 13 patient safety areas across the system, including medication safety, infection prevention and safety in the OR; a comprehensive consumer safety sub-section that includes fact sheets on hand hygiene, falls prevention and hospital-acquired infections; and a way for consumers to submit safety questions to Lifespan staff online.



## Clinical Services

There was a wide range of clinical innovation to highlight this year, from new equipment and techniques, to new centers of excellence at our affiliate hospitals.

We took a major step toward realizing our vision of one academic medical center on the campuses of Rhode Island and The Miriam hospitals with the creation of the Total Joint Center at The Miriam Hospital and the open heart surgery program at Rhode Island Hospital. Throughout the year, physicians and administrators of both hospitals worked exhaustively to create extensive studies on the consolidation of clinical services on individual campuses. The Total Joint Center at The Miriam Hospital will open late in 2011 and we anticipate that it will attract surgical patients from around the region. And while a full range of cardiac services will remain at The Miriam, we will also have an outstanding combined open heart surgery program at Rhode Island Hospital, with robust interventional support on both campuses.

This year the newly created Food Allergy Center at Hasbro Children's Hospital officially opened to

young patients with complex food allergy issues. The center sees all patients referred to the hospital's gastrointestinal or allergy specialists for a suspected food allergy or related issue. By bringing together experts in pediatric gastroenterology, allergy and immunology, nutrition, and psychology, the Food Allergy Center is designed to bring multidisciplinary attention to those patients with the most severe, complex cases that cannot easily be diagnosed.

Hasbro Children's Hospital also treated its first patient with ECMO therapy (extracorporeal membrane oxygenation). This new service, offered in partnership with Women & Infants Hospital, is the first in the state and will be used to provide lifesaving treatment to pediatric critical care and neonatal patients. And LifePACT, the state's first pediatric critical care transport ambulance, began operating from Hasbro Children's Hospital in April, expanding on the services offered by our adult transport LifePACT ambulance. Provided by a gift from Hasbro, Inc. and designed especially for children, the ambulance is staffed with a pediatric emergency



*LifePACT, the state's first pediatric critical care transport ambulance*



*SPECT camera at Rhode Island Hospital*

team trained to transport critically ill children from other health care facilities.

In addition, Rhode Island Hospital launched the region's first ultra-fast single photon emission computed tomography (SPECT) camera. This camera represents a major advance in nuclear cardiac imaging, reducing imaging time by 50 to 75 percent compared to older cameras, minimizing radiation doses and making the screening more comfortable for patients. In certain patients, radiation exposure can be reduced by up to one half, while delivering highly accurate images.

At The Miriam Hospital, the year saw the successful opening of the new Doris Mega Family Multidisciplinary Clinic at The Leonard and Adele R. Decof Family Comprehensive Cancer Center. Our team of medical, surgical and radiation oncologists are now able to treat each patient at this single location, and our specialists can more easily collaborate on a comprehensive treatment plan for each patient. Surgeons at The Miriam also passed an important milestone this year, performing more than 1,000 robotic surgeries since the heralded arrival of the state's first Da Vinci Surgical System in 2007.



*Robotic Surgery at The Miriam Hospital*

The Breast Center at The Leonard and Adele R. Decof Family Comprehensive Cancer Center at The Miriam Hospital was chosen by the American Society for Clinical Oncology to be one of 20 sites of its national Breast Cancer Registry Pilot Program. Funded by Susan G. Komen for the Cure, this two-year program seeks to improve communication and the coordination of care for patients with breast cancer, and to collect data in a registry that can be used for practice-based quality improvement and research.



Bradley Hospital opened the new CVS/Caremark Communication, Occupational and Sensory Therapy (COAST) program. This program is geared toward children with autism spectrum disorders and other developmental disabilities who also have



*Therapeutic kitchen at Bradley Hospital*

sensory processing and speech/language issues. And the Bradley School Partnership Program with the city of East Providence completed its first year with great success. Children who were being sent out of district are now able to receive high quality special education in their home town. The partner-



*Vanderbilt Wound Care Program at Newport Hospital*

ship was so effective that Bradley has expanded the concept to the Westerly school district.

Newport Hospital opened or expanded a number of new services: the hospital acquired the capability to perform breast MRI diagnostic studies; expanded the interventional radiology service line through a partnership with RI Medical Imaging; and opened a highly successful hand surgery practice with a new, specialized hand surgeon. Newport Hospital also opened a dermatology practice in Portsmouth, which has met with resounding success, and Newport Hospital's wound care program added another day to keep pace with the high demand for its services.

As a system, this year, Lifespan also signed a new agreement with The Warren Alpert Medical School of Brown University, refining and clarifying our crucial partnership. Under the agreement, Rhode Island Hospital is now designated the principal teaching hospital of The Warren Alpert Medical



*Rhode Island Hospital is now the principal teaching hospital of The Warren Alpert Medical School of Brown University*

School, reflecting the critical mass of teaching and research activity that is centered at Rhode Island Hospital, and the excellence of the two institutions' cooperative programs of medical education and clinical care. The Miriam and Bradley hospitals are

designated "major teaching affiliates," in recognition of the essential work they do in educating the next generation of medical professionals.



## Leadership

This year saw some stellar additions to our leadership team, including major appointments at several partner hospitals.



**Garth Rees Cosgrove, MD**, an internationally recognized neurosurgeon, was appointed chief of neurosurgery at Rhode Island Hospital and The Miriam Hospital. As chief of the department, Cosgrove

is responsible for managing clinical services, education and research activities, and for administration of the department of neurosurgery. Additionally, he is responsible for the creation and growth of programs within the department, including the groundbreaking and interdisciplinary Norman Prince Neurosciences Institute. Cosgrove is also the Stoll Professor of Neurosurgery at The Warren Alpert Medical School of Brown University.



**Louis B. Rice, MD**, was appointed chief of medicine for The Miriam and Rhode Island hospitals, and chair of medicine and Joukowsky Family Professor of Medicine at The Warren Alpert

Medical School of Brown University. As chief of the department of medicine, Rice is responsible for managing clinical services, education and research activities, and for administration of the department of medicine at the two hospitals. Rice, who serves as president of University Medicine, Inc., is an international authority on antimicrobial resistance in bacteria.



Rhode Island Hospital appointed **Michael E. Migliori, MD**, chief of ophthalmology. Migliori is responsible for organizing and managing the clinical services, education and research activities and

for administration of the department of ophthalmology. Migliori retains his faculty role as clinical associate professor of ophthalmology at The Warren Alpert Medical School of Brown University.



**Maria Ducharme, MSN, RN, NE-BC**, was appointed senior vice president of patient care services and chief nursing officer for The Miriam Hospital. Ducharme has been with The Miriam

Hospital for 23 years, holding various leadership roles, most recently as administrative director of patient care services. During her long career at The Miriam, Ducharme was instrumental in efforts to improve patient satisfaction, to develop and improve system-wide quality indicators and in achieving Magnet status for The Miriam four times.



**Cathy Duquette, PhD, RN, CPHQ, NEA-BC**, formerly vice president of nursing and patient care services at Newport Hospital, was named senior vice president and

appointed to the new role of chief quality officer at Rhode Island Hospital. Duquette also held the position of senior vice president at the Hospital Association of Rhode Island and has worked in hospital quality improvement and clinical nursing in the critical care environment. As chief quality officer, Duquette is working on the crucial areas of patient safety and excellence in care, overseeing numerous quality and safety initiatives, and working to re-shape the strategy and vision for driving quality and patient safety through every level of our organization.



**Richard Goldberg, MD,** psychiatrist-in-chief of The Miriam and Rhode Island hospitals, was appointed Lifespan senior vice president for physician network development. While retaining his clinical and

administrative role at the hospitals, Goldberg is also now working system-wide to develop a comprehensive physician network strategy that should result in new configurations of services, a closer alignment of interests between physicians and hospitals, and better care for patients.



## Infrastructure

On our hospital campuses and at satellite locations, new and renovated spaces opened to facilitate new services, improve therapeutic environments and accommodate patient demand.

In March, Rhode Island Hospital completed its extensive construction and renovation to the Jane Brown north building, and the new state-of-the-art rooms were opened to inpatients this spring, making a significant, positive impact on patient care.



*Jane Brown patient room at Rhode Island Hospital*

Rhode Island Hospital also completed construction at the East Providence Coastal Medical Building for the Hallett Diabetes Center and the adult and



*East Providence Coastal Medical Building*

pediatric multispecialty clinic, and were able to welcome the first patients to this comprehensive medical facility in May. In addition, the department of audiology and speech-language pathology relocated to a larger facility on Georgia Avenue, off nearby Allens Avenue. The expanded space features a new communication lab, with a new remote camera and audio system to allow real time observation.



*Swan House at Bradley Hospital*

At Bradley Hospital, the Children's Residential and Family Treatment program was relocated to the completely renovated Swan House, a residential home on the Bradley campus. The new space represents a tremendous improvement for this 18-bed program. Bradley's Center for Autism and Developmental Disabilities also opened a new residential home in Exeter in late August, offering comprehensive services for eight children. Finally, the hospital completed a total rebuilding of the pool area adjacent to the playground, creating a comprehensive therapeutic and recreational environment for patients and students.

## Information Technology

Our entire organization has been kept busy by the push to comply with new federal standards for the meaningful use of electronic health records. This complex and intricate process has required a great deal of hard work, flexibility and patience from our clinical staff as we launch new systems and redesign workflows. It also represents a tremendous effort from our information services department, which has been charged with building the information infrastructure and carrying all our hospitals to the next level of the information age.

During the first phase of a multi-year project, clinicians at Rhode Island, The Miriam and Bradley hospitals converted to electronic clinical documentation for inpatients (Newport Hospital nurses were already documenting electronically). Countless hours were also spent readying other components and systems, including a new patient and provider portal to access health information, standardized coding, enhanced information security, and more.

The end result is that our hospitals are now among the top six percent in the nation in terms of readiness to meet the new federal standards. More importantly, over the coming years our patients will enjoy the benefits of improved coordination of care, enhanced patient safety, and more accessible, transparent and secure medical information.

In addition, our hospitals signed a contract with University Medicine Foundation to assist with the implementation of an electronic medical record in their offices. The project included providing University Medicine with licenses to eClinicalWorks; support for implementation, laboratory and radiology interfaces; and an Application Service Provider option to maintain and run the system for the term of the contract. As part of the agreement, University Medicine and the Lifespan hospitals agreed to share clinical data for the purpose of improving the quality of care. By the end of this fiscal year, approximately half the University Medicine offices were live with the new system, and the remainder will be complete within FY2011.



## Community Benefit

Whether we are tending to the health of our neighbors or the health of our neighborhoods, our roots in our community are deep and our commitment to a healthy future is heartfelt.



*Health screening at The Miriam Hospital's Women's Wellness Workshop*

Lifespan's outreach programs involve and educate our diverse neighbors and foster healthy, caring communities. Through health screenings and free immunization clinics; school-based heart health programs and health fairs, Lifespan Community Health Services served between 25,000 and 30,000 southern New Englanders of all ages this past year, bringing our expertise to diverse venues such as worksites, schools and senior centers. Our community health services received between 30 and 40 requests each month and, in response, we created numerous outreach efforts, such as screenings for skin and other cancers; blood pressure, glucose and

stroke assessment; body fat analysis and basic fitness education; flu, pneumonia and immunization clinics; defibrillator, CPR and Safe Sitter training; and special events such as the Women's Wellness Workshop, Avenues of Healing, Speaking of Kids and Parenting Matters.

As always, another central area of focus was workforce development. Among our most important programs is our summer youth employment initiative, which reached record attendance and success this year, losing not a single participant to attrition or underperformance. The summer youth program—recognized as one of the top youth employment programs in the country by the Department of Labor—places local teens at our corporate offices and at Newport, Rhode Island and The Miriam hospitals, where they work in paid entry-level positions while receiving intensive training in basic workplace skills, professionalism, employer expectations and more. Since the program began in 2005, more than 33 percent of graduates have been hired at Lifespan hospitals.

Also in the arena of workforce development, our Stepping Up program continued to funnel community residents and entry-level employees toward the kind of skill development and post-secondary education that enables them to access high-paying, high-demand jobs, such as nursing and medical technician positions. The program is run in collaboration with Care New England, our labor unions and several community-based organizations, and provides participants with the necessary career coaching and academic and personal support to succeed in a college-level educational setting. To date, the program has provided services to 146 incumbent employees and 108 community residents. Of the community residents, 70 percent entered Stepping Up when they were unemployed,

and 86 percent exited the program with a job in hand, with the majority securing employment at Rhode Island Hospital.

Lifespan also led the way in fostering innovative thinking about emerging markets, community engagement and a diverse and culturally competent workforce. This year, we held our first-ever Emerging Markets Diversity Panel discussion entitled “Different Food for Thought” at Rhode Island Hospital’s George Auditorium. The event attracted more than 200 participants from around New England, and featured speakers from Cox Communications, Major League Baseball and National Grid, among others, offering perspectives on how to recruit and retain people of color to mirror the markets they work in.

Finally, our community relations office worked vigorously to evaluate and support as many initiatives as possible this year, providing both Lifespan volunteers and financial support to organizations that impact a broad swath of the community, including



*Lifespan’s outreach efforts include CPR training*

Progreso Latino, the Urban League of RI, the NAACP RI, the National Coalition of Black Women RI, the Providence Children’s Museum, Music One, the Institute for the Study and Practice of Nonviolence, AIDS Care Ocean State, and the 2010 Pride Festival.



## Development

This was a year that saw the single largest gift in Rhode Island Hospital's history: an astonishingly generous \$15 million gift from the Frederick Henry Prince 1932 Trust to create The Norman Prince Neurosciences Institute at Rhode Island Hospital. This collaborative center will combine clinical and research efforts in neurosurgery, neurology and psychiatry, and will focus on cutting-edge research that can then be translated into the most advanced care for patients with diseases that affect the human nervous system.

Rhode Island Hospital also received a grant of \$850,000 from the Champlin Foundations for the purchase of neurosurgical equipment. The equipment will enhance patient safety during neuro-

surgery, improve patient outcomes, and reduce complications and the need for repeat operations.



The 17th annual Hasbro Children's Hospital Gala was a resounding success, setting a record by raising nearly \$900,000 in 2010. Participation in the "Fund an Item" live blitz auction surpassed expectations and raised enough funds to outfit



*Celebrating the creation of The Norman Prince Neurosciences Institute at Rhode Island Hospital are: from left, G. Rees Cosgrove, MD, chief of neurosurgery at Rhode Island Hospital and The Miriam Hospital; Diana Oebrli; Régis de Ramel; Guillaume de Ramel; Elizabeth Prince; Edward J. Wing, MD, dean of medicine and biological sciences at The Warren Alpert Medical School of Brown University; Timothy J. Babineau, MD, president and chief executive officer of Rhode Island Hospital and The Miriam Hospital; Lawrence A. Aubin, Sr., chair of the Rhode Island Hospital Board of Trustees; and Alfred J. Verrecchia, chair of the Lifespan Board of Directors.*



*A gift from the Sigal family will endow the Sigal Family Professorship in Humanistic Medicine. From left to right: Andrew and Shelley Sigal, Fred J. Schiffman, MD, Steven and Judy Sigal, David and Susan Bazar and Jamie and Brock Manville.*

every hospital room with a parent sleeper chair. And a generous gift of \$1.5 million from Hasbro, Inc. provided funding for the installation and implementation of the GetWellNetwork® at Hasbro Children's Hospital. This program equips patients' rooms with interactive systems that allow patients and families access to an array of educational, entertainment, hospital service and Internet resources during their stay.

Also this year, The Miriam Hospital received an extraordinary \$4 million donation from the F.H. Prince 1932 Trust, bestowed upon the hospital by William N. Wood Prince and Sharon Baron Wood Prince to establish the Frederick Henry Prince Memorial Fund in support of the emergency department and the Wood Prince Emergency Medicine Nursing Program.

The Sigal family made a \$1.5 million gift, part of a \$3 million total gift shared between The Miriam and The Warren Alpert Medical School, to ensure that the principles and practice of humanistic

medicine will be shared with future generations of physicians. The gift will endow the Sigal Family Professorship in Humanistic Medicine, and will allow Fred Schiffman, MD, the inaugural professor, to advance the daily practice of humanistic medicine, as well as the research and training of physicians who will share its principles in clinical settings around the world.

On an appetizing note, nearly 600 hospital donors and friends turned out for The Miriam Hospital's Wine & Dine culinary fundraising event, which featured a trio of Food Network celebrity chefs, local food writers and an exciting local chefs' challenge. The event raised \$443,100 for the expansion of The Leonard and Adele R. Decof Family Comprehensive Cancer Center at The Miriam Hospital.

The new Doris Mega Family Multidisciplinary Clinic opened its doors at the Decof Comprehensive Cancer Center. The clinic was made possible by a generous \$333,333 gift from A. Joseph Mega in honor of his wife.



*A gift from William N. Wood Prince and Sharon Baron Wood Prince will support the emergency departments at The Miriam and Newport hospitals.*

Newport Hospital also received a gift of approximately \$3 million from the Frederick Henry Prince 1932 Trust to support the emergency department. Conferred by trustee William N. Wood Prince and his wife Sharon Baron Wood Prince of Newport, the funds established the Frederick Henry Prince Memorial Fund at Newport Hospital. As it did at The Miriam Hospital, the gift also created the Wood Prince Emergency Medicine Nursing Program, which will facilitate ongoing specialized education and additional credentialing for emergency department nurses at the hospital.

\$470,000 to support an expansion of Newport Hospital’s interventional radiology program.

In addition, Newport Hospital received a grant of \$350,000 from the Alletta Morris McBean Charitable Trust for the purchase of five new birthing beds and a fetal monitoring system for the Noreen Stonor Drexel Birthing Center. And in August 2010, members of the Bulk family held a family/community fundraiser, spearheaded by Jennifer (Bulk) Lopes and Andrew Bulk, in memory of three family members who lost their lives to cancer. The event, held at Kempenaar’s Clambake Club, included a cookout, games, door prizes and raffles and raised \$27,000 to support Newport’s infusion therapy program.



## A Passage to India

The annual Newport Hospital summer fundraising gala – A Passage to India – was held at Newport’s Marble House this year. The event, which included dinner, dancing and a live auction and blitz, drew 420 guests and raised over

At Bradley Hospital, several foundations and trusts made generous gifts this year, in support of specific programs and research. The June Levy Rockwell Foundation contributed \$50,000 to help renovate Swan House, which now houses the Children’s Residential and Family Treatment program. The



*Bradley Hospital's Swan House*

Shriners of RI Charities Trust also made a \$25,000 contribution in support of the Swan House project —both gifts have gone toward a beautiful new facility for the 18 children and families served by this important program.

Finally, the Alletta Morris McBean Charitable Trust contributed \$29,430 in support of the acquisition of computer technology for the Bradley School in Portsmouth. And The Hasbro Children's Fund pledged \$25,000 in honor of Gary Serby to the Pedi-MIND Program. Under the direction of Daniel Dickstein, MD, the Pedi-MIND project conducts pioneering work on the biological and behavioral markers of bipolar disorder in children.

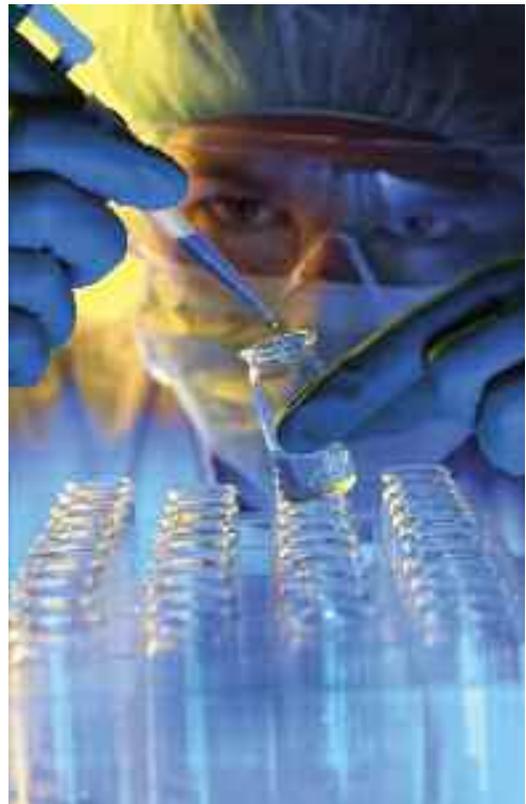


## Research

**K**nowledge is infectious, and for once, it's an infection we work tirelessly to spread. Our researchers are doing groundbreaking work in areas ranging from the genetic roots of autism to the understanding of stem cell biology to the behavioral treatment of obesity—and the advances they make reach far beyond our hospital walls, to have national, even global, impact.

Thanks to the innovative work and combined intellectual power of our researchers, it was a record-breaking year for research funding at Lifespan. External funding (direct, indirect and endowment/department funded) totaled \$80.8 million, a 14.4 percent increase from our FY09 level of \$70.6 million, and the highest level of research funding our hospitals have ever attracted. Of that figure, the departments of medicine at Rhode Island and The Miriam hospitals attracted 41.5 percent, while psychiatry at Bradley Hospital and the Centers for Behavioral Medicine at Rhode Island and The Miriam hospitals accounted for 26.4 percent. The Grants and Contracts Office processed 847 grant applications for a total of \$163 million, with about 72 percent submitted to federal agencies. All in all, 364 dedicated investigators and 598 employees were engaged in research at Lifespan.

Among the most significant awards of 2010 were three from the National Institutes of Health (NIH), awarded to researchers at The Miriam Hospital and aimed at improving HIV prevention and treatment of prison and jail inmates. The awards, issued to only a handful of institutions nationwide, are part of Seek, Test, and Treat: Addressing HIV in the Criminal Justice System – NIH's largest research initiative to date to aggressively identify and treat HIV-positive inmates, parolees and probationers and help them continue care when they return to their home communities.



Curt Beckwith, MD, an infectious diseases specialist at The Miriam, and his colleagues at George Washington University and New York University, won a five-year, \$5 million grant to fund their work with interactive health communication tools aimed at providing counseling and consent for rapid HIV testing to inmates. The tools will include content relevant to inmates, including information and help with hepatitis C infection and continuing HIV treatment in the community following their release. Another two grants, totaling more than \$4 million over five years, will allow Miriam infectious diseases specialist Josiah Rich, MD and his co-investigators to study the prevalence of HIV risk behaviors and infection among those on parole or probation, and in a cohort study, offer HIV-infected individuals enrollment in a one-year interventional program. A separate study, also under

Rich's co-direction, will focus on improving the link between HIV-positive inmates and HIV care following release from jail or prison. The grants were awarded primarily by the National Institute on Drug Abuse with additional support for Beckwith's study provided by the National Institute of Allergy and Infectious Diseases.

In other major grants, Rena Wing, MD, director of the Weight Control and Diabetes Research Center at The Miriam Hospital, was awarded \$4.8 million from the National Cancer Institute to support her research on the connection between weight control and sleep duration, and another \$1.8 million from the National Institute of Diabetes and Digestive and Kidney Diseases for work on behavioral weight loss strategies.

Researcher Michael Mello, MD, was awarded a five-year, \$3 million grant through the National Institute on Alcohol Abuse and Alcoholism. Mello

will examine the effectiveness of conducting a series of brief telephone interventions to emergency department patients whose injuries may have involved alcohol. The program, called ReDIAL, is conducted through the Rhode Island Hospital Injury Prevention Center.

At Bradley Hospital, Daniel Dickstein, MD, director of the Pediatric Mood, Imaging and Neurodevelopment (Pedi-MIND) program at Bradley Hospital, was awarded nearly \$2 million in federal funding from the National Institute of Mental Health (NIMH) to study bio-behavioral markers associated with childhood-onset bipolar disorder. Dickstein hopes to identify biological and behavioral markers that differentiate full-blown pediatric bipolar disorder from those with "sub-syndromal" bipolar disorder, or those cases in which children experience significant, yet less severe, symptoms of bipolar disorder. The grant comes through the NIMH's Biobehavioral Research Awards for





*Daniel Dickstein, MD, Bradley Hospital*

Innovative New Scientists (BRAINS) program and will span five years. Only seven BRAINS grants were awarded nationally in 2009, the program's inaugural year.

At Rhode Island Hospital, Larry Brown, MD, a researcher with the Bradley Hasbro Children's Research Center, won a \$3.5 million award for a project on integrated mental health treatment and HIV prevention in the juvenile justice system, from the National Institute of Mental Health.

Rhode Island Hospital researcher Shougang Zhuang, MD, was awarded a \$1.3 million grant from the National Institute of Diabetes and Digestive and Kidney Diseases to further his work on the role of certain enzymes in the treatment of kidney fibrosis.

Also at Rhode Island Hospital, Carl Saab, PhD, of Rhode Island Hospital's surgical research area, has received a two-year grant totaling \$483,879 from the National Institutes of Health National Institute of Diabetes and Digestive and Kidney Diseases. Saab will investigate neuroinflammatory response in the spinal cord, caused by colon inflammation. The study will help to identify novel therapeutic targets in the spinal cord to manage chronic visceral pain.

Keiko Tarquinio, MD, of Hasbro Children's Hospital's pediatric critical care medicine department, received a \$200,000 grant from the Rhode Island Science and Technology Advisory Council. The funding will support research in the use of nanotechnology to develop new endotracheal tubes appropriate for use in children. The new tubes will be designed to be more resistant to ventilator-associated pneumonia, a common yet serious infection associated with their use.

Ming Cheng, MD, a neurosurgeon with Rhode Island Hospital, has received a five-year grant totaling \$1.25 million for further study of the brain circuitry that underlies Parkinson's disease. The goal is to significantly improve the efficacy of deep brain stimulation for the treatment of Parkinson's, through improved targeting, simplified programming and reduced follow-up surgical procedures.

And a major five-year, \$11 million grant awarded in 2009 to Peter Quesenberry, MD, director of



hematology/oncology at Rhode Island Hospital, is now supporting three additional research projects in the area of stem cells. The original grant, a Center of Biomedical Research Excellence (COBRE) grant from the National Institutes of Health, allowed for the development of a stem cell research center at the hospital, with the overall goal of identifying unique approaches and developing new treatments for tissue regeneration and marrow diseases. Portions of the funding have now been allotted for a full project grant and two pilot projects under the direction of researchers at Rhode Island Hospital, Bradley Hospital, and Brown University.

Laura Goldberg, MD, of Rhode Island Hospital, received a pilot project grant of \$60,000 for a project focusing on the fundamental biology of stem cells, to allow for more effective use of those cells in therapeutic applications. At Bradley Hospital, Eric M. Morrow, PhD, received a pilot project grant of \$60,000 for a study focused on certain stem cells that have been identified in the treatment of neurodevelopmental disease.



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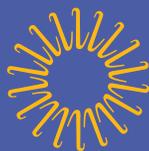
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