LIFESPAN
SHARED VALUES

COMPASSION
Delivering care and comfort with empathy and kindness.

ACCOUNTABILITY
Taking ownership of actions and consequences.

RESPECT
Placing the highest value on every individual’s well-being, regardless of personal and professional differences.

EXCELLENCE
Always providing safe, high-quality, innovative care and service.
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We are always delighted and proud to share the Lifespan annual report with you.

Despite our recent, significant challenges, this year is no exception. We put this report together in the midst of a pandemic, and although the report is for fiscal year 2019, we would be remiss not to mention the extraordinary effect the COVID-19 pandemic has had on our staff and hospitals, on the people of Rhode Island, and on almost every aspect of life here and around the world. We take great satisfaction and have deep respect for what Lifespan has accomplished and contributed in the fight against this virus. It is not an overstatement to say that the absolute critical role Lifespan plays in this state—both medically and economically—has never been more evident. Nor, thankfully, has it ever been more appreciated.

We and the rest of the medical community are currently working for treatments, a cure, and a vaccine. But so little is understood about this new virus that at this moment we do not know when we will have all the answers we need. The pandemic has brought stunning changes to our finances, our processes, and our immediate future. Throughout, our staff and physicians have performed heroically—in the true sense of the word—putting others before themselves and risking real danger from this virulent disease to help our patients.

Amid these changes, however, Lifespan’s priority has not wavered a bit and remains the health, safety and well-being of the people of Rhode Island and southeastern Massachusetts. In these pages you can read about our many accomplishments and accolades.

It is a retrospective look that seems a bit “out of touch” at the moment but it is worth taking the time to ponder. Again, it highlights the crucial role of Lifespan in the state.

We expect the remainder of calendar year 2020 to be challenging as we navigate the effects of the coronavirus on health, safety, medicine, financials, work environment, the global economy and more. Life will not be the way it used to be, and we’ll adapt. We want to assure everyone that we’ll be right here, with our talented, committed, knowledgeable teams, ready to take care of you and your families and neighbors, no matter what comes.
Sincerely,

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

Lawrence A. Aubin, Sr.  
Chairman  
Lifespan Board of Directors
Lifespan Health Care System
FISCAL YEAR 2019

LIFESPAN
Financial Performance
Total operating revenue 2,395,163
Total operating expenses 2,418,178
Income from operations (23,015)
Net loss (34,935)
Net patient service revenue 2,108,216
Total assets 2,518,208
Research funding revenue 92,263

Statistical digest
Employees 16,094
Licensed beds 1,165
Patient discharges 62,694
Emergency department visits 260,904
Outpatient visits 906,516
Outpatient surgeries 24,382
Inpatient surgeries 16,199
Home health care visits 2,590

Net cost of charity care and other community benefits
Charity care 28,472
Medical education, net 71,646
Research 15,601
Subsidized health services 31,159
Community health improvement services and community benefit operations 1,804
Unreimbursed Medicaid costs 100,429
Total cost of charity care and other community benefits 249,111

THE MIRIAM HOSPITAL
Employees 3,299
Affiliated physicians 1,241
Licensed beds 247
Total assets 503,803
Patient discharges 19,583
Emergency department visits 76,572
Outpatient visits 171,906
Outpatient surgeries 6,330
Inpatient surgeries 5,025
Net patient service revenue 462,907
Research funding revenue 23,231

Net cost of charity care and other community benefits
Charity care 6,584
Medical education, net 11,356
Research 2,936
Subsidized health services 10,999
Community health improvement services and community benefit operations 366
Unreimbursed Medicaid costs 15,725
Total cost of charity care and other community benefits 47,966

RHODE ISLAND HOSPITAL/
HASBRO CHILDREN’S HOSPITAL
Employees 7,963
Affiliated physicians 1,849
Licensed beds 719
Total assets 1,283,037
Patient discharges 36,896
Emergency department visits 152,118
Outpatient visits 370,929
Outpatient surgeries 13,266
Inpatient surgeries 10,448
Net patient service revenue 1,302,240
Research funding revenue 61,852

Net cost of charity care and other community benefits
Charity care 18,391
Medical education, net 58,956

Net cost of charity care and other community benefits
Charity care 1,810
Medical education, net -
Research -
Subsidized health services 2,308
Community health improvement services and community benefit operations 342
Unreimbursed Medicaid costs 4,827
Total cost of charity care and other community benefits 9,287

EMMA PENDLETON
BRADLEY HOSPITAL
Employees 846
Affiliated physicians 130
Licensed beds 70
Total assets 126,722
Patient discharges 1,068
Outpatient visits 3,670
Home health care visits 2,590
Net patient service revenue 69,218
Research funding revenue 7,180

Net cost of charity care and other community benefits
Charity care 44
Medical education, net 1,334
Research 891
Subsidized health services 1,360
Community health improvement services and community benefit operations 257
Unreimbursed Medicaid costs 4,906
Total cost of charity care and other community benefits 8,792

GATEWAY HEALTHCARE
Employees 493
Total operating revenue 33,975
Total operating expenses 39,091
Loss from operations (5,116)
Net Loss (5,360)
Net patient service revenue 29,464
Total assets 23,893

($’s in thousands)
2019
STATISTICAL DIGEST

16,094
EMPLOYEES

1,165
LICENSED BEDS

62,694
PATIENT DISCHARGES

24,382
OUTPATIENT SURGERIES

260,904
EMERGENCY DEPARTMENT VISITS

906,516
OUTPATIENT VISITS

16,199
INPATIENT SURGERIES
LIFESPAN
CORE PRIORITIES

ADVANCING ACADEMICS & RESEARCH
Advance clinical operations to train the next generation of clinicians and advance research and the science of medicine

PHILANTHROPY
Enhance charitable contributions to Lifespan to advance the mission and vision of the organization

QUALITY AND SAFETY
Achieve and maintain top decile performance in quality, safety, and patient experience

VALUE-BASED CARE
Continually improve quality and control cost to drive the value imperative

PHYSICIAN PARTNERSHIP
Achieve outstanding collaboration with our aligned physician partners

WORKFORCE
Recruit, retain, and engage top talent that are aligned with our shared values to provide an extraordinary patient experience

COST
Continue to work to reduce overall cost of care

COMMITMENT TO THE COMMUNITY
Enhance corporate visibility, improve the health and wellness of the communities we serve, and will continue to be a cherished community asset
A new biplane neurointerventional radiology suite at Rhode Island Hospital, equipped with the latest technology and staffed 24/7, is located less than 100 steps from the ambulance bays of the Andrew F. Anderson Emergency Center. No other emergency department in the world has this stroke surgery suite within it.

The Lifespan Cancer Institute at The Miriam Hospital began offering a prostate cancer treatment, radium 223, also known as Xofigo. The therapy is intended to extend the lives of prostate cancer patients whose disease has spread to their bones and who are no longer responding to hormonal or surgical therapies that lower testosterone. The radiology department’s division of nuclear medicine at The Miriam is the only licensed provider of this treatment option in Rhode Island.

The Women’s Medicine Collaborative introduced new 3D mammography, the most up-to-date breast imaging machine available. The center also added an ultrasound device that employs the most advanced obstetric imaging capabilities.

The Miriam Hospital has a new interventional radiology suite, equipped with the latest technology. It includes intra-procedural CT with 3D capabilities and 3D angiographic devices that create anatomic images to precisely guide treatment and minimize procedure time.

Bradley Hospital began offering two outpatient programs, the Co-occurring Disorders Program and the Wave Clinic, to help adolescents who struggle with mental health and substance use issues, and their families.

Lifespan Physician Group Plastic Surgery developed the first medical 3D printing lab in the state. The lab houses high-quality 3D-printing technology that creates models to aid in planning surgical procedures and in education of patients and medical students.

We strive to support our patients’ health and well-being, by expanding and improving the care we provide and the leading-edge technology we use.
**Clinical Services**

- Two state-of-the-art tests for coronary artery disease are now offered at Newport Hospital, through a collaboration between cardiologists at the **Lifespan Cardiovascular Institute** and interventional radiologists at **Aquidneck Radiology**. Coronary CTA (computed tomography angiogram) is a non-invasive test that provides a picture of the arteries that supply blood to the heart, revealing any blockages. Pairing it with HeartFlow Analysis enhances the predictive value of the study and can provide a comprehensive assessment of coronary anatomy and function. Calcium scoring, also known as a heart scan, uses CT technology to identify calcium deposits or plaque in the arteries, helping evaluate a patient’s risk of heart attack.

- **Lifespan Rehabilitation Services** opened a location in Central Falls, offering physical therapy, occupational therapy, and speech language pathology for both pediatric and adult patients.

- **Lifespan Cancer Institute** established a center in Lincoln for physician visits, specialty care, oncology services, and lab draw stations.

- Under the leadership of **Luca Bartolini, MD**, Hasbro Children’s Hospital launched the **Pediatric Epilepsy Program** to serve young patients who suffer from the most common neurological disorder worldwide. The team of experts in pediatric neurology treats patients with medical interventions, surgery, implant devices, and nutritional therapy.

- Two new minimally invasive treatments are offered at the **Comprehensive Spine Center**: balloon kyphoplasty, for treatment of vertebral compression fractures, and indirect spinal decompression with an interspinous spacer device, to decompress spinal stenosis and relieve symptoms of neurogenic claudication, including pain or pressure when standing or walking.

- **Rhode Island Hospital** established a physical medicine and rehabilitation department, with interventional physiatrist **Alexios Carayannopoulos, DO, MPH**, as its chief.

- **Newport Orthopedics** expanded its services to a second location on Aquidneck Island, opening an office in Portsmouth.

- A new specialty service opened at Bradley Hospital to care for children who have neurodevelopmental disorders as well as an underlying genetic abnormality. The Genetic Psychiatry Consultation Service is a program of the **Verrecchia Clinic for Children with Autism and Developmental Disabilities**.

- **Rhode Island Hospital** established a physical medicine and rehabilitation department, with interventional physiatrist **Alexios Carayannopoulos, DO, MPH**, as its chief.
As of January 2020, the practice had 1,129 employees, of which 751 are providers — 507 MDs and DOs, 113 PhDs, and 131 advanced practice providers.

- The first of several planned Lifespan Urgent Care opened its doors September 16 in Warwick, offering comprehensive services for common medical conditions. A second location, in Middletown, followed on November 11. The urgent care centers provide treatment to children 18 months and older and adults. Olivier Gherardi, DO, is the medical director, and Bobby Hingorani is director of operations.

- Lifespan Physician Group Ophthalmology added a second location, at 950 Warren Avenue in East Providence, and welcomed three new providers.

- LPG Ophthalmology provides a full spectrum of services, from treatment of common eye conditions to pediatric care to surgical interventions.

- Lifespan Physician Group Gastroenterology opened centers in Smithfield and Cranston. Like the East Providence location, the new gastroenterology offices provide a full range of medical treatments for digestive diseases and conditions of the esophagus, stomach, small and large intestines, gallbladder, pancreas, and colon. The group also welcomed two new providers.
LPG aligns Lifespan hospitals and their affiliated physicians to provide outstanding, value-based, and innovative care while supporting our academic mission.
PATIENT
SAFETY AND
QUALITY
OF CARE

Our quality and safety teams have:

• Continued participating in national quality collaboratives, entering year 3 of participation in the Vizient Hospital Improvement and Innovation Network, and bringing Rhode Island and The Miriam hospitals into the Agency for Healthcare Research and Quality Safety Program for Improving Surgical Care and Recovery.

• Completed high reliability organization assessments at our acute care hospitals in partnership with The Joint Commission Center for Transforming Healthcare.

• Aligned infection prevention/epidemiology under system structure for quality and safety.

• Improved access to Lifespan provider and clinic appointments.

• Achieved patient safety improvements:
  1. Reduced hospital-acquired conditions by focusing effort on decreased rates of hospital-acquired pressure injuries and surgical site infections related to colorectal surgery.
  2. Implemented The Joint Commission Center for Transforming Healthcare’s Targeted Solutions Tool for hand-off communications at Rhode Island Hospital.

• Worked with Talent Development and Employee Engagement team to design new executive rounding program across Lifespan affiliates.

• Continued deployment of Lean/Six Sigma tools and training, achieving certifications for two black belts, eight green belts, five silver belts, and 114 yellow belts.

• Supported interdisciplinary rounds on each patient care unit at Rhode Island Hospital, improving team communication for better patient progression.

• Transitioned dashboards, scorecards, and quality reporting to PowerBI, a Microsoft platform for business analytics that allows end users to access and visualize data to drive decisions and insight on needed improvements across the health system.
At Lifespan, we strive to provide superlative care while working efficiently and maintaining the highest safety standards.
GROUNDBREAKING RESEARCH

In FY19, external research funding totaled $92 million in grants and contracts, demonstrating the creativity, ingenuity, and importance of the biomedical and behavioral research conducted at Lifespan. Awards from the National Institutes of Health (NIH) and other sources support our pioneering academic and clinical research.

Some highlights:

- Neurosurgeons from Rhode Island Hospital are working alongside researchers at Brown University, who received a $6.3 million federal grant to fund the development and testing of a device designed to restore muscle control and sensation in people who have suffered a spinal cord injury.
- Researchers at Rhode Island Hospital, led by Steven A. Toms, MD, and Nikos Tapinos, MD, received a $3.9 million grant from the Warren Alpert Foundation to study glioblastoma, a highly aggressive and intractable form of cancer of the brain. The study is examining the potential of using RNA-based mechanisms to stop the migration of the cancer by targeting proteins rather than genes for treatment.
- The federal Centers for Disease Control and Prevention awarded The Miriam Hospital a five-year, $2.4-million grant to study the efficacy of a program designed to help children from low-income families whose health is challenged by obesity. Elissa Jelalian, PhD, leads the research conducted through the hospital’s Weight Control and Diabetes Research Center.
- Richard Terek, MD, and Qian Chen, PhD, researchers at Rhode Island Hospital, have employed nanotechnology to identify a potentially groundbreaking treatment for chondrosarcoma, an aggressive bone cancer that is stubbornly unresponsive to existing cancer therapies. They reported their work in the November issue of Molecular Cancer Therapeutics.
- Rhode Island Hospital was awarded $1.6 million from the National Institutes of Health to study the effectiveness of providing medication and care to people with opioid use disorder at pharmacies instead of specialty clinics and doctors’ offices.
Lifespan Research Administration partnered with an outside vendor, XpertDox, to build and maintain a comprehensive clinical trial search engine and patient recruitment platform. **Lifespan Clinical Trials** gathers all active trials in one place, and is searchable by disease, condition, or procedure. It also offers options to view all healthy-volunteer trials.
MILESTONES

• Dan Wall, president and chief executive officer of Bradley Hospital, retired in June after a 31-year career. He came onboard as the chief financial officer for the hospital in 1988 and was promoted to president and chief executive officer in 1993. During Wall’s tenure, Bradley Hospital grew from a 60-bed inpatient facility to a comprehensive child and adolescent behavioral health system that includes partial hospitalization, residential treatment programs, outpatient services, in-home care, and special education programs in the Bradley School. During the past 30 years, Bradley’s budget expanded from $20 million to $100 million, and it now serves more than 5,000 children and families regionally and nationally.

• On June 6, the department of clinical documentation improvement celebrated its 10-year anniversary. For the past decade, specialists in the department have helped enhance medical data collection to ensure all patient encounters are captured accurately, with the appropriate billing, coding, collecting, and recording of services provided.
Newport Hospital celebrated the 40th anniversary of its Vanderbilt Rehabilitation Center inpatient unit, known throughout the region for its excellence and cited nationally as a model program.

Ryan McTaggart, MD, began treating patients’ aneurysms with the Woven Endobridge (WEB) device. WEB is a permanent, self-expanding, fine-wire mesh device that is particularly useful in treating large, wide-necked aneurysms, which may be difficult to address with coiling, stenting and/or surgery alone. To date, Rhode Island Hospital is the only provider of this treatment in this market, and is a leader nationally, with Dr. McTaggart’s cases among the first 200 performed in the United States.
AFFILIATE DISTINCTIONS

• U.S. News & World Report rated Rhode Island Hospital high performing in treating chronic obstructive pulmonary disease and heart failure.

• Newport Hospital again attained Magnet recognition for nursing excellence, joining a select group of hospitals that have received the four-year designation four consecutive times. The honor, bestowed upon the hospital by the American Nurses Credentialing Center’s Magnet Recognition Program, provides health care consumers with the ultimate benchmark for measuring quality of care.

• U.S. News & World Report ranked The Miriam Hospital No. 1 in Rhode Island and in the Providence metropolitan area in its July rankings. The hospital ranked 27th in the United States for urology, and was considered high performing in five other specialties: diabetes and endocrinology, gastroenterology and GI surgery, geriatrics, neurology and neurosurgery, and pulmonology and lung surgery. The Miriam Hospital also was ranked high performing in five procedures and conditions: chronic obstructive pulmonary disease, colon cancer surgery, heart failure, hip replacement, and knee replacement.

• Lifespan Orthopedics Institute’s Total Joint Center once again received The Joint Commission’s Gold Seal of Approval for Advanced Certification for Total Hip and Total Knee Replacement.

• On April 26, Disabled American Veterans, a nonprofit veteran support charity, recognized Rhode Island Hospital as Large Employer of the Year at its 84th annual conference for its commitment to recruiting veterans and active military personnel.

• The Rhode Island Department of Behavioral Healthcare, Developmental Disabilities, and Hospitals named Lifespan Recovery Center a Center of Excellence.

• Intellicentrics Inc., owner and operator of the cloud-based SEC3URE health care technology platform, included Rhode Island Hospital and its Hasbro Children’s Hospital among its annual 5 Rings Award winners. The 5 Rings award recognizes hospitals that demonstrate the utmost commitment to creating a high-quality health care experience for patients and staff.

• For the first time, Newport Hospital earned the American Heart Association’s Get with the Guidelines Gold Stroke Plus Award for consistent achievement across a range of national quality metrics.

• The Miriam Hospital was named a Top Hospital by The Leapfrog Group, a national organization that rates health care safety and quality. The Miriam was included in the top teaching hospitals category, an honor that the hospital has earned for three consecutive years. The Miriam was the only Rhode Island hospital to make the list, and is one of 55 recognized nationwide.
• The Comprehensive Stroke Center at Rhode Island Hospital attained the American Stroke Association’s Target Stroke Honor Roll Elite Plus status for 2019, confirming its excellence in acute stroke treatment.

• The intensive care unit at The Miriam Hospital was recognized with the Gold Beacon Award for excellence by the American Association of Critical Care Nursing.

• The Miriam Hospital was ranked among the Top 100 hospitals in the nation by IBM Watson Health. Divided into four categories, the list grouped The Miriam, a major affiliate of The Warren Alpert Medical School of Brown University, among the top 15 “major teaching hospitals” in the nation.

• Newport Hospital received a five-star rating from the federal Centers for Medicare and Medicaid Services.

• Blue Cross & Blue Shield of Rhode Island recognized Rhode Island Hospital with a Blue Distinction Centers+ for Cardiac Care designation, as part of the Blue Distinction Specialty Care program.

• Lifespan Community Health Institute’s Diabetes Prevention Program earned Full Recognition status from the Centers for Disease Control and Prevention. This designation is reserved for programs that have effectively delivered a quality, evidence-based program that meets all the standards for CDC recognition.

• The Intermediate Cardiothoracic Unit received the Silver Beacon Award for excellence in care and outcomes from the American Association of Critical Care Nursing.


**INDIVIDUAL AWARDS AND DISTINCTIONS**

- **Timothy J. Babineau, MD**, president and CEO of Lifespan, was listed among Becker’s Hospital Review’s 105 Physician Leaders to Know. The publication recognizes physicians who have demonstrated outstanding leadership and clinical expertise throughout their careers.

- **Terrance Healey, MD**, director of thoracic radiology at Rhode Island Hospital, was named the American Lung Association’s 2018 LUNG FORCE Advocate at the Rhode Island LUNG FORCE Expo in Warwick.

- The Society for Academic Emergency Medicine honored **Christian Arbelaez, MD**, and **Brian Clyne, MD**, during its annual meeting in Las Vegas in May. Dr. Clyne received the Hal Jayne Excellence in Education Award, and Dr. Arbelaez accepted the Marcus L. Martin Leadership in Diversity and Inclusion Award.

- **Barbara Tylenda, PhD, ABPP**, chief psychologist and associate unit chief of Bradley Hospital’s Center for Autism and Developmental Disabilities (CADD), was recognized by the College of the Holy Cross in Worcester for her decades of work helping children and adolescents with intellectual or developmental disabilities. She received the 2018 Sanctae Crucis Award.

- The Rhode Island Hospital Medical Staff Association honored **Steven Brown, DMD**, with the 2018 Milton W. Hamolsky, MD, Outstanding Physician Award. Dr. Brown is an oral and maxillofacial surgeon and consultant to the Samuels Sinclair Dental Center.

- Four Lifespan providers were honored in July in Providence Business News’ 15th annual 40 Under Forty program: **Umer Akbar, MD**, neurologist and co-director of the Movement Disorders Program and the Deep Brain Stimulation Program at Rhode Island Hospital; **Lynn D’Angelo, DNP, RN**, director of professional practice, innovation and Magnet Recognition Program at The Miriam Hospital; **Barbara Ann Fenton, MSPT**, physical therapist at Rhode Island Hospital; and **Adam Levine, MD**, emergency medicine physician and director of the division of global emergency medicine at The Warren Alpert Medical School of Brown University. Honorees were selected from 150 nominees based on career success and community involvement, and were chosen for their commitment to making a difference on a local, national, or international scale.

- Providence Business News recognized Newport Hospital President **Crista F. Durand** as Industry Leader/Health Care Services in its Business Women Awards 2019.

- **Gyan Pareek, MD, FACS**, a urological surgeon at The Miriam Hospital, received the 2019 Riesman Family Excellence in Teaching Award. The honor

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**Steven Brown, DMD**

**Barbara Tylenda, PhD, ABPP**

**Crista F. Durand**
recognizes a physician who practices at The Miriam and also teaches at The Warren Alpert Medical School of Brown University.

- The Miriam Hospital presented **Gary Bubly, MD**, the 2019 Charles "Bud" Kahn, MD, Lifetime Leadership Award. An emergency medicine specialist, he is vice chair for clinical integration and innovation.

- In its 2019 C-Suite Awards, Providence Business News honored **Arthur Sampson**, a member of Lifespan’s CEO’s Council and president of The Miriam Hospital, as the Career Achiever. Sampson has worked in the health care industry for 44 years and became The Miriam’s president in 2012.

- The Rhode Island chapter of American College of Emergency Physicians named **Joseph Lauro, MD**, the 2019 Emergency Physician of the Year. Dr. Lauro practices at The Miriam Hospital and Newport Hospital, and is a clinical associate professor of emergency medicine at The Warren Alpert Medical School of Brown University.
• **Bryan Jay, MD**, was named the 2019 Charles C.J. Carpenter, MD, Outstanding Physician of the Year at The Miriam Hospital. He is director of interventional radiology at The Miriam.

• **Elizabeth Goldberg, MD**, an emergency medicine doctor at The Miriam and Rhode Island hospitals, received the Paul B. Beeson Career Development Award, an annual honor given to doctors in the early stages of their career who have shown leadership in geriatrics research. Her five-year, $1.1 million project is aimed at reducing repeat falls in patients who have been treated in the emergency department for fall-related injuries.

• Three Lifespan physicians have been recognized by the American Society for Metabolic and Bariatric Surgery (ASMBS) for their contributions to the fields of research and bariatric surgery. **J. Graham Thomas, PhD**, and **Dale S. Bond, PhD**, research scientists with The Miriam Hospital Weight Control and Diabetes Research Center, and **Siva Vithiananthan, MD**, chief of minimally invasive and bariatric surgery at the Center for Bariatric Surgery, received the Integrated Health Research Award for their study on using mobile technology to assess the outcomes of bariatric surgery.

• **Phyllis A. Dennery, MD**, pediatrician-in-chief at Hasbro Children’s Hospital, became president of the Society for Redox Biology and Medicine (SfRBM).

• **Jeffrey Hunt, MD**, director of inpatient and intensive services at Bradley Hospital, received the 2019 American Academy of Child and Adolescent Psychiatry Cancro Academic Leadership Award.

• **Phyllis A. Dennery, MD**, pediatrician-in-chief at Hasbro Children’s Hospital, became president of the Society for Redox Biology and Medicine (SfRBM).

• **Jeffrey Hunt, MD**, director of inpatient and intensive services at Bradley Hospital, received the 2019 American Academy of Child and Adolescent Psychiatry Cancro Academic Leadership Award.

**INDIVIDUAL AWARDS AND DISTINCTIONS**

**Bryan S. Jay, MD**

**John Murphy, MD**

**Phyllis A. Dennery, MD**

**Providence Business News** recognized two Lifespan leaders among its *25 Over Fifty-Five* award winners. Honored were **Maria Ducharme, DNP, RN**, senior vice president and chief nursing officer at The Miriam Hospital, and **John Murphy, MD**, Lifespan’s executive vice president of physician affairs.
• The Rhode Island Hospital Medical Staff Association honored David Portelli, MD, medical director of Rhode Island Hospital's Andrew F. Anderson Emergency Center, with the Service to Hospital Award.

• Suzanne McLaughlin, MD, MSc, was selected by the Accreditation Council for Graduate Medical Education as a recipient of the Parker J. Palmer “Courage to Teach” Award. She is program director of the Medicine-Pediatrics Residency at Rhode Island Hospital and its Hasbro Children's Hospital. The national award honors program directors who find innovative ways to teach residents and provide quality health care while remaining connected to their initial impulse to care for others.

• Psychologist Lindsay Orchowski, PhD, was presented the 2019 Bruce M. Selya Award for Excellence in Research, an honor created to recognize rising stars in their fields of medical research.

• Hasbro Children's Hospital named its 2018 Brite Lites award winners from among 45 individuals nominated by patients and families for showing outstanding care and compassion. The honorees are Jennifer Pace, BSN, RN, a pediatric per-diem RN; Odessa Holt, MSW, LICSW, a pediatric social worker; Mohammed Faizan, MD, a pediatric nephrologist; Kristen MacRae, BSN, RN, who works in the pediatric intensive care unit; and Kimberly DeCastro, RN, of the Tomorrow Fund Clinic.

• The Rhode Island Hospital Medical Staff Association honored David Portelli, MD, medical director of Rhode Island Hospital's Andrew F. Anderson Emergency Center, with the Service to Hospital Award.

• Suzanne McLaughlin, MD, MSc, was selected by the Accreditation Council for Graduate Medical Education as a recipient of the Parker J. Palmer "Courage to Teach" Award. She is program director of the Medicine-Pediatrics Residency at Rhode Island Hospital and its Hasbro Children's Hospital. The national award honors program directors who find innovative ways to teach residents and provide quality health care while remaining connected to their initial impulse to care for others.
INFRASTRUCTURE AND PARTNERSHIPS

- A $35-million renovation of Hasbro Children’s Hospital began, which includes upgrades to patient rooms, nurses stations, and the intensive-care unit, as well as a transformation of the emergency department.

- Newport Hospital celebrated the opening of the John A. and Hope H. van Beuren Emergency Department after a $12.5-million expansion and renovation. The project nearly doubled the ED’s capacity and tripled its triage space.

- Hasbro Children’s Hospital and The Izzy Foundation unveiled a new pediatric surgical family waiting room on the hospital’s second floor that includes additional private consultation space.

- Rhode Island Hospital and Teamsters Local 251 reached a five-year contract agreement, effective April 1, 2019, through March 31, 2024. The local represents 2,500 employees, including CNAs, unit secretaries, environmental services, central transport, facilities, and other key personnel.

- Boston Children’s Hospital and Hasbro Children's Hospital signed an agreement to identify areas of care for children and adolescents in which a formal collaboration will enhance the organizations’ ability to ensure that each patient gets the right care in the right setting. The goal is to treat patients close to their homes whenever possible.

- A former industrial site at 180 Corliss Street was transformed into the Lifespan Ambulatory Care Center. It is home to the Men’s Health Center and The Infectious Diseases and Immunology Center – both relocated from The Miriam Hospital – as well as a Lifespan Pharmacy and a Lifespan Laboratory. Another key tenant is Anchor Medical Associates. The medical center is dedicated to the late Everett A. Amaral, who as president of Amaral Revite oversaw the project until his death in 2018. Sheryl Amaral, now company president, and her late husband have been active Lifespan supporters.
Exam room in renovated and enlarged Newport Hospital ED

Henry T. Sachs III, MD, President, Bradley Hospital; Kevin Churchwell, MD, President and Chief Operating Officer, Boston Children’s Hospital

New Izzy family waiting room, Hasbro Children’s Hospital
LIFESPAN IN THE COMMUNITY

Lifespan’s commitment to being a valued community partner inspires our outreach as we provide health initiatives, career development programs, educational opportunities, and more.

• In addition to substantial uncompensated medical care, Lifespan and its affiliate hospitals give financial and in-kind support to projects, events, and programs that align with our mission of improving the health of people in the communities we serve.

• Lifespan Community Health Institute was recognized as a Gold Level Safe Sitter Provider. Gold Providers are those that teach 125 or more students per year. The Lifespan Community Health Institute trained 328 students in 2018.

• For the fourth year in a row, Lifespan’s microbiology laboratory held a special workshop for seventh grade students at the Monomoy Regional Middle School in Chatham, Massachusetts. Organized by Kimberle Chapin, MD, the workshop was led by technologists, infectious diseases fellows, and medical residents, all with an eye toward inspiring the next generation of lab professionals.

• The City of Providence awarded Lifespan Community Health Institute a $69,970 State Opioid Response grant to provide recovery support activities for opioid use disorder through its Connect for Health program.

• Timothy Flanigan, MD, founder of the Star Kids Scholarship Program, was recognized with a prestigious 2019 Myra Kraft Community MVP Award. He was honored August 20 at Gillette Stadium along with 25 other dedicated volunteers chosen from more than 350 nominations from throughout New England.

• Lifespan president and CEO Timothy J. Babineau, MD, Newport Hospital president Crista Durand, Governor Gina Raimondo, and Rhode Island Resource Recovery executive director Joseph Reposa gathered at Newport Hospital to kick off the official relaunch of the Let’s Recycle Right campaign. An early supporter of the statewide campaign, Lifespan has worked to raise recycling rates at our hospitals to as high as 34 percent, and implemented mixed recycling at 11 offsite locations, bringing the total to 35 sites.

• Since its beginning 15 years ago, Lifespan’s Summer Youth Employment program has trained more than 900 teens ages 16 to 19. They earn while learning how to be a good employee and exploring opportunities in the health care field. Other career education opportunities for young adults at Lifespan include Project Search, Year Up Providence, and the Seacole Scholars Program.
• **Team Lifespan** fields more than 500 employee volunteers as participants in activities that improve the quality of life in our communities, from charity 5Ks to beach cleanups.

• During the annual **Season of Giving**, initiatives such as food and toy drives, collections of warm outerwear, and the gingerbread kit sale were organized to brighten the holidays for our neighbors in need. Teamsters Local 251 generously supported the Season of Giving by transporting the more than 4,000 toys donated during the Rhode Island Hospital Toy Drive Challenge.

• Through **Lifespan Community Health Institute**, we offer hundreds of programs, events, and community service activities with the goal of helping residents in Rhode Island and beyond achieve their full health potential.

*View a video about Lifespan’s contributions to the community.*
INFORMATION SYSTEMS

- In 2019, Epic, the software company that developed Lifespan’s LifeChart electronic health record (EHR), began offering quarterly instead of annual upgrades. Lifespan IS has implemented three quarterly upgrades, each with more than 1,000 functional enhancements, across all LifeChart clinical and financial modules.

- In response to clinician burnout survey results indicating significant “alert fatigue,” the IS team evaluated LifeChart alerts and decreased the volume where possible. The team achieved significant reductions in the firing rates of both “best practice advisory” and medication alerts, and several alerts found to be of little value were eliminated.

- Microsoft’s Enterprise Power BI, a state-of-the-art online data analysis, reporting, and visualization tool, was selected and implemented as the standard business intelligence tool at Lifespan, in a recent systemwide project.

- Lifewoks, Lifespan’s implementation of the Infor Human Capital Management Cloud suite of applications, was successfully expanded to include Infor’s Benefits module. This conversion from ADP Online Benefits Administration gives Lifespan employees the ability to manage their Lifespan benefits online.

- Lifespan Cancer Institute patients receiving palliative care can now have scheduled follow-up visits via telemedicine. Using MyChart on a personal smartphone or computer, palliative care team providers in the clinic conduct telehealth video visits with patients and their families at a remote location such as a home or hospice.

- Lifespan IS successfully assisted the Lifespan medical staffs in converting to a new dictation method, Dragon Medical One, that uses real-time speech recognition directly in LifeChart rather than dictation and human transcription. In the past fiscal year, the conversion reduced Lifespan’s eScription annual transcription costs by more than $345,000.

- Two employees were honored at the 2019 Tech10 Awards, presented by Tech Collective and Rhode Island Monthly. Senior applications analyst Brian Sousa won a Tech10 Award, and applications analyst Brandon McDole received the Next Tech Generation Award.

Lifespan’s award-winning information systems team implemented system upgrades and improved processes as it continued to maintain security vigilance.
Louis A. Fazzano, a prominent Rhode Island business and civic leader who served as president of Rhode Island Hospital, died at 98.

Lifespan President and CEO Timothy J. Babineau, MD, said

“I will dearly miss his kindness, quiet dignity and unsurpassed leadership,”

calling Fazzano

“a very dear friend and irreplaceable supporter. Over more than three decades, Lou worked tirelessly to improve Rhode Island’s health care system.”
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Pathologist-in-Chief
Professor of Pathology and Laboratory Medicine, Professor of Neurology, The Warren Alpert Medical School of Brown University

Christina A. Bandera, MD
Chief of Obstetrics and Gynecology
Assistant Professor of Surgery (Clinical), The Warren Alpert Medical School of Brown University

Alexios G. Carayannopoulos, DO, MPH
Chief of Physical Medicine & Rehabilitation
Rhode Island Hospital and Lifespan Physician Group; Medical Director, Comprehensive Spine Center at Rhode Island and Newport hospitals

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Charles and Elfriede Collis-Frances Weeden Gibson Professor and Chair, Diagnostic Imaging, The Warren Alpert Medical School of Brown University

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Sylvia Kay Hassenfeld Professor and Chair of Pediatrics, Professor of Molecular Biology, Cell Biology, and Biochemistry, The Warren Alpert Medical School of Brown University

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Professor of Anesthesiology, Chair of Anesthesiology, Professor of Health Services, Policy and Practice, The Warren Alpert Medical School of Brown University
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Mavis Nimoh
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Newport Hospital
GIVING TO LIFESPAN

BRADLEY HOSPITAL

- The Wave Clinic opened for adolescents who struggle with co-occurring mental health and substance use issues. The hospital remains grateful for the generosity of CVS Health and Robert and Judith Mann for making this critical outpatient program possible.
- Chaired by Rosemary and Mehdi Khosrovani, Bravo Bradley raised more than $780,000, including dedicated funds for the Daniel J. Wall Family Support Fund.
- Longtime Bradley Hospital advocate Joseph L. Dowling Jr., MD, was honored with the Bradley Hospital Humanitarian of the Year Award.

GATEWAY

- FRIENDS WAY had another successful year in raising funds to support its children’s bereavement groups, including $155,000 from its special events, $38,000 from its annual appeal, and $27,500 from foundation grants. Capital City Community Center received just over $39,700 in foundation grants for its early childhood, senior center, and food pantry programs.
- The Autism Project raised $420,000 in 2019, with $200,000 from the annual Imagine Walk and Family Fun Day for Autism.
Lifespan applauds our donors for their generous philanthropy, which supports our mission of Delivering health with care.

NEWPORT HOSPITAL

- At the close of FY19, Newport Hospital successfully completed its campaign, raising more than $13 million for the emergency department expansion. The ED transformation project created a state-of-the-art patient-centered environment of care, which includes a clinical decision unit, increased triage space, a behavioral health pod, rapid treatment core, and capacity to serve 40,000 patients annually. A formal ribbon cutting in August unveiled the John A. and Hope H. van Beuren Emergency Department.

- Newport Hospital’s A Salute to Health honored Powered by Prince and the Prince family, and was co-chaired by Holly Bannister, MD, Dory Hamilton Benson, Norey Dotterer Cullen, Anne Hamilton, Kimberly Palmer, Isabella Dana Ridall, and Sharon Wood Prince. Of the more than $1 million raised, the event’s fund-a-need generated more than $587,000 to support the expansion of the emergency department.

- Newport Hospital’s Friend of the Foundation donor amenity program continues to grow. As an expression of gratitude, members receive 24/7 access and personalized, caring attention from a donor liaison, assistance in navigating our health care system, and more.
HASBRO CHILDREN’S HOSPITAL

• In the third year of the Every Child, Every Day Campaign, more than $26.2 million of the $35 million goal has been raised. FY19 major gifts and pledges for this initiative include: The Collis Foundation ($1,500,000); van Beuren Charitable Foundation ($750,000); Balise Auto Group ($750,000); The Tomorrow Fund ($500,000); The Champlin Foundation ($250,000); and Colbea Enterprises, L.L.C. ($210,000).

• Community fundraising efforts during the year yielded the largest revenue in recent history. As part of the Children’s Miracle Network, the University of Rhode Island’s “RhodyTHON” dance marathon raised more than $310,000. The Radiothon, in partnership with Cumulus Media, celebrated its 15th anniversary and raised more than $450,000. Cause-related marketing efforts, including local Dunkin’ franchisees, participating in Iced Coffee Day ($143,000), raised a total of more than $568,000 for the hospital.

The 2019 Heroes Ball celebrated the 25th anniversary of Hasbro Children’s Hospital and raised more than $1.13 million for the hospital’s area of greatest needs. Funds raised during the fund-a-need supported the transformation of surgical spaces in the hospital. The Golf Invitational raised $352,000 for the hospital’s greatest needs including the Aubin Child Protection Center.
THE MIRIAM HOSPITAL

- The Miriam Hospital Gala and Auction — Grease is the Word! — raised more than $700,000 for The Miriam Hospital Greatest Needs Fund and helped advance its colorectal cancer program.

- Alan Litwin was honored as the Miriam Person of the Year at the 2019 Annual Meeting. For more than four decades, Litwin has committed himself to the hospital and its patients, devoting his time, leadership, and oversight to help advance critical hospital initiatives.

- The Miriam Hospital is especially thankful for the transformational gifts from Joyce and Arthur Hurvitz ($250,000) to establish an endowed fund, providing annual support of the Arthur and Joyce Hurvitz Quality Improvement Award; The David and Betsey Kilmartin Charitable Foundation ($115,000) to establish an endowed fund and annual award for cardio oncology nurse education; and Rosalyn Sinclair, through The Joseph and Rosalyn Sinclair Foundation ($100,000) to help The Miriam fund its areas of greatest need.

RHODE ISLAND HOSPITAL

- The President’s Pursuit of Excellence Dinner raised more than $440,000 and recognized the 2018 Champions: H. Carr & Sons, Inc. as Corporate Champion; Richard J. Goldberg, MD, for Lifetime Achievement; and Rosalyn Sinclair and her family as Individual Champions.

- Other notable major gifts to Rhode Island Hospital were received from The Warren Alpert Foundation ($3,972,741) to support brain tumor research; The John Martins Foundation ($250,000) to support the creation of a burn/trauma family room; Herbert G. Townsend Trust ($208,855.64) for area of greatest need; and an anonymous donor ($123,750) to support Alzheimer’s disease prevention registry and research.

President’s Pursuit of Excellence Dinner: Margaret Van Bree, MHA, DrPH; Jamo Carr, accepting the Corporate Champion award on behalf of H. Carr & Sons, Inc.; Sarah Sinclair, accepting Individual Champion award on behalf of her family; Lifetime Champion Richard J. Goldberg, MD; Lawrence A. Aubin, Sr. and Roger Begin
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Mark K.W. Gim  
Neil R. Greenspan, MD  
Alan G. Hassenfeld  
Arthur Hurvitz++  
Deborah Gilstein Jaffe  
Phillip Kydd ++  
Marie J. Langlois ++  
Bertram M. Lederer  
Alan H. Litwin  
Marianne T. Litwin  
Jamie Manville  
Marcus P. Mitchell
## Governance

<table>
<thead>
<tr>
<th>Name</th>
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<tbody>
<tr>
<td>David F. Rampone</td>
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<tr>
<td>Lawrence B. Sadwin</td>
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<tr>
<td>Fred J. Schiffman, MD</td>
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<tr>
<td>Jason Siperstein</td>
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<td>Matthew D. Vrees, MD</td>
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<tr>
<td>Edward J. Wing, MD</td>
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<td>+ Ex-officio</td>
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<tr>
<td>++ Life trustee</td>
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<td>* Chair-appointed</td>
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**The Miriam Hospital Executive Management**

<table>
<thead>
<tr>
<th>Name</th>
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<tbody>
<tr>
<td>Arthur J. Sampson, FACHE</td>
<td>President</td>
</tr>
<tr>
<td>Frank J. Byrne</td>
<td>Vice President, Finance</td>
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<tr>
<td></td>
<td>Rhode Island Hospital / The Miriam Hospital</td>
</tr>
<tr>
<td>Maria P. Ducharme, DNP, RN</td>
<td>Senior Vice President</td>
</tr>
<tr>
<td></td>
<td>Patient Care Services and Chief Nursing Officer</td>
</tr>
<tr>
<td>G. Dean Roye, MD, FACS</td>
<td>Senior Vice President</td>
</tr>
<tr>
<td></td>
<td>Medical Affairs and Chief Medical Officer</td>
</tr>
<tr>
<td>Mary A. Wakefield</td>
<td>Executive Vice President and Chief Financial Officer</td>
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**The Miriam Hospital Medical Leadership**

<table>
<thead>
<tr>
<th>Name</th>
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<tbody>
<tr>
<td>Gildasio De Oliveira, Jr., MD</td>
<td>Anesthesiologist-in-Chief Anesthesiology</td>
</tr>
<tr>
<td>Abrar Qureshi, MD</td>
<td>Dermatologist-in-Chief Dermatology</td>
</tr>
<tr>
<td>John J. Cronan, MD</td>
<td>Physician-in-Chief Diagnostic Imaging</td>
</tr>
<tr>
<td>Jeremiah D. Schuur, MD, MHS</td>
<td>Physician-in-Chief Emergency Medicine</td>
</tr>
<tr>
<td>Jeffrey Borkan, MD</td>
<td>Physician-in-Chief Family and Community Medicine</td>
</tr>
<tr>
<td>Louis B. Rice, MD</td>
<td>Physician-in-Chief Medicine</td>
</tr>
<tr>
<td>Karen Furie, MD</td>
<td>Neurologist-in-Chief, Neurology</td>
</tr>
<tr>
<td>Ziya L. Gokaslan, MD</td>
<td>Surgeon-in-Chief, Neurosurgery</td>
</tr>
<tr>
<td>Edward Akelman, MD</td>
<td>Surgeon-in-Chief, Orthopedics</td>
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<tr>
<td>Douglas Anthony, MD, PhD</td>
<td>Pathologist-in-Chief Pathology and Laboratory Medicine</td>
</tr>
<tr>
<td>Paul Y. Liu, MD</td>
<td>Surgeon-in-Chief, Plastic Surgery</td>
</tr>
<tr>
<td>Jody Underwood, MD</td>
<td>Psychiatrist-in-Chief Psychiatry and Behavioral Medicine</td>
</tr>
<tr>
<td>David E. Wazer, MD</td>
<td>Director, Lifespan Cancer Institute Radiation Oncologist-in-Chief</td>
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<tr>
<td>William G. Cioffi, MD</td>
<td>Surgeon-in-Chief, Surgery</td>
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**The Miriam Hospital Women’s Association**

<table>
<thead>
<tr>
<th>Name</th>
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<tbody>
<tr>
<td>Susan J. Guerra</td>
<td>President</td>
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<tr>
<td>Barbara Brown</td>
<td>Co-Vice Presidents Program Development</td>
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<tr>
<td>Marilyn Myrow</td>
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<tr>
<td>Eleanore Koo (6/2019-6/2020)</td>
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<tr>
<td>Marianne Litwin (6/2019-6/2020)</td>
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<tr>
<td>Rosina Volpicella</td>
<td>Recording Secretary</td>
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<tr>
<td>Susan Enzer (6/2019-6/2020)</td>
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