

SOUTH COUNTY HEALTH

FISCAL YEAR 2018
ANNUAL REPORT



Delivering extraordinary
patient experiences

*Ours is a special corner of the world, and South County Health
is here to help you get the most out of each day.*

*Our organization is committed to forging extraordinary connections
with our community that support health at every stage of life.*

Because when you feel good, everything is better.



SOUTH COUNTY HEALTH

South County Hospital ~ South County Home Health

South County Medical Group ~ South County Surgical Supply

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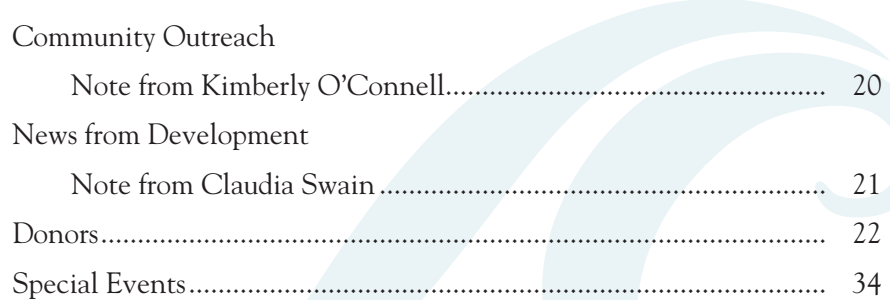
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MESSAGE TO THE COMMUNITY

Each year, South County Health strives to improve patient care by reaching beyond ordinary practices while searching for opportunities to deliver an extraordinary patient experience and outcomes. Fiscal Year 2018 was no exception.

SAFER, BETTER CARE

Improving patient care takes a commitment from people at every level of our organization, as well as the financial commitment to invest in advancing our technologies. We are fortunate to have staff, volunteers, supporters, and leadership who recognize South County Health as a tremendous resource in Washington County and are committed to making continual improvements.

Our medical staff is made up of some of the most highly respected physicians, practitioners, and clinicians in Rhode Island and beyond. In 2018, 11 physicians on the South County Health medical staff were named “Top Docs” by Rhode Island Monthly. This distinction brings with it a high degree of importance as “Top Docs” are voted by their medical colleagues.

Among the 29 physicians who joined the South County Health medical staff were general surgeon Joseph Brady, MD, and urologist Joseph L. Renzulli II, MD. These surgeons, experienced in robotic assisted surgery, ushered in a new era of robotic technology with da Vinci Xi. This system allows less invasive general and urologic procedures to be performed, benefiting patients with less time in the OR and faster recovery times.

Patients have also benefited from other technology improvements such as our recently acquired 64-slice CT scan and capabilities that allow physicians to perform fusion-guided biopsies to diagnose prostate cancer.

In partnership with the University of Rhode Island College of Nursing, 21 RNs became the first cohort of nurses to complete additional education to earn their Bachelor’s degree in nursing. Studies indicate that such training leads to improved patient outcomes and is consistent with the Institute of Medicine’s Future of Nursing goal to create a more highly educated nursing workforce.

South County Health rolled out an innovative method of pain management that reduces post-operative maladies while reducing the need for opioid-based medicines. This opioid-sparing pathway is now used successfully in orthopedic, urologic, and general surgeries, leading to early recovery after surgery.

BEHAVIORAL HEALTH

Societal issues such as opioid use and suicides have been widely publicized nationally. Here in Rhode Island, communities within Washington County have suicide rates that are among the highest in the state. South County Health, through South County Healthy Bodies, Healthy Minds, is addressing this critical issue. Aided by a \$2 million grant, programs are being developed that target behavioral health issues at every age of the life cycle. Staff, volunteers, and the general public have attended our Suicide Prevention Training classes to learn how to identify individuals in distress and be proactive in helping them get the help they need.

We’ve incorporated a clinical social worker into our primary care practices, Express Care, and Emergency Department where immediate intervention is available for behavioral health issues, rather than waiting for a negative event to occur.



SURGICAL ADVANCEMENTS

South County Health continues on a path to becoming a Robotics Center of Excellence, in partnership with Ortho Rhode Island. Ever since Mako was first introduced in Rhode Island at South County Hospital, patients in need of hip or knee replacements have come to the South County Health Orthopedics Center where robotic assisted surgery puts advanced precision in the hands of our surgeons. Approximately 35 percent of all total joint procedures in Rhode Island are performed at South County Hospital.

Given the success of Mako for hip and knee procedures, South County Health introduced two additional robot systems, da Vinci Xi for urologic and general surgeries, including cancer treatment, and in January 2019, ExcelsiusGPS for precision spine procedures. With the ExcelsiusGPS and Ortho Rhode Island's spine surgeon, Dr. Ian Madom, South County Hospital became the first hospital in Rhode Island to offer robotic assisted spine procedures.

LEADERSHIP

To ensure a sound future, South County Health relies on sound leadership. Dennis F. Lynch was elected chairman of the Board of Trustees, accepting the role as Eve T. Keenan, RN, Ed.D. completed her three-term limit in this leadership role.

Our executive leadership welcomed Lisa Rameaka, MD, into the role of Chief Medical Officer, overseeing Medical Staff Affairs and improving the delivery of care. Dr. Salvatore Abbruzzese, Jr. was elected President of the Medical Staff, along with Vice President Dr. Sarah Levy, and Dr. Robert J. Bierwirth, Secretary.

In June 2018, South County Health's President/CEO Louis R. Giancola announced his plans for retirement. Under Lou's leadership, South County Health has been the recipient of numerous prestigious recognitions from third-party organizations such as The Leapfrog Group, Centers for Medicare & Medicaid, and Press Ganey, as well as accreditations from The Joint Commission and the Commission on Cancer, among others. Enhancements to patient care during his tenure include the construction of Medical & Wellness Centers in East Greenwich and Westerly, the addition of operating rooms within the Hospital, robotic surgical systems, a comprehensive cancer center that offers patients the opportunity to receive the most effective treatment options available without having to leave Washington County, and many other patient-centric improvements.

After a 50-year career in healthcare, Lou's 18-year legacy at South County Health is one of a robust, financially stable, independent healthcare system that delivers high-quality care across Washington County and beyond.



Louis R. Giancola
President & CEO



Dennis F. Lynch
Chairman, Board of Trustees



Salvatore Abbruzzese, Jr., DO
Medical Staff President

CENTENNIAL

As South County Health moves into its Centennial year, it gives us all an opportunity to reflect on the changing needs of the community and of the people in the community. We are confident that, with your continued support, South County Health will continue to address those needs.

RECOGNITION & ACCOLADES



Leapfrog gives South County Hospital straight A's for hospital quality and patient safety

For the sixth consecutive year, South County Hospital earned straight A's for hospital quality and patient safety. The recognition was given by The Leapfrog Group, the nation's leading nonprofit watchdog on hospital quality and safety, and is based on an extensive review of 27 measures of publicly available hospital safety data.



Women's Choice Awards for Obstetrics, Patient Safety, and Stroke

South County Hospital received three Women's Choice Awards in 2018 – America's Best Hospitals for Obstetrics, America's Best Hospitals for Patient Safety, and America's Best Stroke Centers.

The Women's Choice Award evaluates hospitals using a combination of the Hospital Consumer Assessment of Healthcare Providers and Systems survey results along with primary research about women's preferences in regard to healthcare.



Outstanding Patient Experience Award from Healthgrades

South County Hospital was a recipient of the 2018 Outstanding Patient Experience Award from Healthgrades, a leader in making information on physicians and hospitals more accessible and transparent.



2018 Press Ganey Pinnacle of Excellence Award Recipient

South County Hospital was named a 2018 Pinnacle of Excellence Award winner by Press Ganey. The award honors health care providers that reach the 95th percentile for patient experience, engagement, or clinical quality performance.



South County ranked among 2018-19 Best Hospitals by U.S. News and World Report

South County Hospital has been recognized as a High Performing Hospital in the U.S. News & World Report's 2018-19 "Best Hospitals" edition. It was the only hospital in Rhode Island to receive the "High Performing" rating for knee replacement surgery.



South County Hospital earns Pathway to Excellence re-designation

South County Hospital achieved its second Pathway to Excellence re-designation by the American Nurses Credentialing Center. Pathway to Excellence recognizes healthcare facilities that create positive work environments where nurses can flourish, and are deemed a best place to work, with high nurse satisfaction and retention.



South County Home Health receives highest rating

South County Home Health received a five-star rating for patient satisfaction from the Consumer Assessment of Healthcare Providers and Systems (CAHPS) Home Health Care Survey. The HHCAHPS Survey is designed to measure the experiences of people receiving home health care from Medicare-certified home health care agencies.



South County Hospital among best in state, nation for sepsis care

In 2018, the Centers for Medicare and Medicaid (CMS) released a new set of hospital rankings that measure the timely and effective care given to patients who have sepsis infections. South County Hospital received a rating of 80 percent, according to CMS data, the highest in the state of Rhode Island, double that of the state average, and far exceeding the national average of 49 percent.



Wound Care Center recognized for excellence

The South County Health Wound Care Center has been recognized with a national award for continued excellence in wound healing and for clinical excellence by Healogics Inc., the nation's leading and largest wound care management company. For nine consecutive years, the South County Health Wound Care Center has received the Robert Warriner III Center of Excellence Award.



South County Hospital receives WELCOA Gold Well Workplace Award

South County Hospital was named one of America's healthiest companies after receiving the Wellness Council of America (WELCOA) Gold Well Workplace Award.



South County Health Awarded for Worksite Wellness

South County Health received top honors for being one of Rhode Island's healthiest employers. The Healthiest Employer list is published annually by Providence Business News and awards businesses that promote wellness in their organization.



“South County Health has earned its reputation for high-quality care by putting patients first.”

Ensuring Our Patients Receive the Best Care

A note from Lisa Rameaka, MD, Chief Medical Officer

In this Annual Report, you will see many of the accreditations, recognitions, and accolades South County Health has received from third-party organizations that gauge a healthcare system’s quality of care, patient outcomes, and patient experience. These honors reflect the diligence of the South County Health staff from every area of the organization, working tirelessly to ensure that our patients receive the best care.

Our medical staff and clinicians practice within a culture of teamwork, demanding excellence from each other to provide amazing patient care. From ordinary measures, including hand hygiene and flu vaccinations, to more extraordinary measures, our staff’s efforts have resulted in very low rates of surgical site infections (SSI), a very low rate of readmissions, and no catheter-associated urinary tract infections (CAUTI). Our clinical staff continues to improve our Antibiotic Stewardship by carefully examining cases to decide when antibiotics are appropriate, which antibiotics are appropriate, and the optimal length of time the antibiotic should be used. South County Health was the first healthcare organization in Rhode Island to voluntarily report antimicrobial use data to the National Healthcare Safety Network, helping to create a baseline for healthcare systems across the country.

The Intensive Care Unit (ICU) at South County Health is participating in the ICU Liberation Collaborative that is comprised of 68 academic, community, and federal ICUs. The first major paper has been published, and the bundle performance has shown significant and clinically meaningful improvements in outcomes, including survival, mechanical ventilation use, coma, delirium, restraint-free care, and post-ICU disposition.

Our medical staff providers have a deep commitment to improving the health of our community, and are developing innovative ways to accomplish this. The Opioid Sparing Pathway for post-surgical pain management has resulted in preventing hundreds of opioid pain pills from entering our community, while maintaining our patients’ post-operative comfort. And our medical staff providers are making clinical trials available to our patients right here at South County Hospital, so that our patients don’t have to leave the community to have that option to enroll.

As healthcare professionals, we continually look to improve patient care through new technologies and innovative methods that improve patient outcomes, not only for South County Health, but for the entire healthcare industry. In moving South County Health toward becoming a Robotics Center of Excellence, our initial investment in Mako robotic technology for hip and knee surgeries has grown to include ExcelsiusGPS for robotic spine surgery, and da Vinci Xi for robotic urologic and general surgeries. These devices, in the hands of our highly trained, experienced surgeons, are improving outcomes for patients, shortening recovery times for some procedures, and making it possible for patients to enjoy a healthier life.

South County Health has earned and will continue to earn its reputation for high-quality care by putting patients first.

Delivering a Positive Patient Experience

A note from Nadine McCauley, Patient Experience & Volunteer Services Manager



At South County Health, we have a clear vision of what makes a great patient experience. It starts with communication between the patient, their loved ones, and the caregiving team. Our goal is to provide our patients with friendliness and approachability to ensure that each patient is recognized as a uniquely important individual. This does not happen by chance: all new and current employees participate in our C.A.R.E.S. program so the delivery of outstanding customer service is a clear expectation.

The C.A.R.E.S. program highlights five standards of service: **Courteous – Assuring – Responsive – Empathetic – Safe.** Given in conjunction with our High Reliability Organization training, we review every point of interaction for patients and the role we all play in delivering exceptional customer service.

A few of our Patient Experience areas of focus:

- A reestablished Patient Experience Committee comprised of staff members who meet quarterly to discuss patient feedback trends and improvement opportunities, and share best practices for achieving our goals.
- Acting as the staff liaison to the Patient Experience Family Advisory Council to offer updates on current Patient Experience Committee initiatives and provide input on areas of focus.
- The Patient Experience Rounding Program continues to support patients by conducting real-time surveys. This year, more than 2,500 patients were surveyed in an effort to improve their stay and the visits of future patients.
- Patient Concierges at our Information Desk continue to provide support to patients, visitors, and volunteers through friendly interactions and guide patients to their services throughout the system.

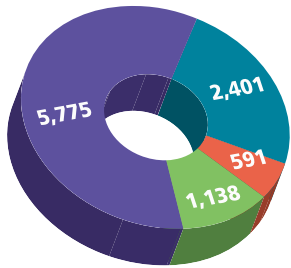
For many visitors to South County Hospital, the first people they meet are our volunteers at the Patient Information Desk. The volunteers at that desk responded to **over 9,600 patient inquiry calls** and **directed over 20,000 patients and visitors with wayfinding assistance.** They are there to help ease a patient's anxiety and make people feel welcome and safe.

Our volunteers support nearly all departments and bring the best possible experience to patients. We launched some new volunteer initiatives this year, including a patient art program through the Comfort Cart, and added to our already-popular Pet Therapy program with a total of five service dogs. In December, our volunteers and their 37,000 hours of service were celebrated at the Annual Recognition Dinner. Special recognition went to Rich and Muffy Hawkins, as they were honored as the Volunteers of the Year.

Auxiliary Annual Fashion Show

The South County Hospital Auxiliary is a branch of Volunteer Services whose members work to sustain South County Hospital through community fundraising events, including its annual Fashion Show held at the Dunes Club in Narragansett. Last year's event raised over \$40,000 for South County Hospital, of which the Auxiliary directed \$20,000 to fund the new da Vinci Xi robot-assisted surgical system. The proceeds in total represent a 50 percent increase in funds raised over the 2017 fashion show. In addition, during FY2018, the Auxiliary raised enough funds to complete their \$100,000 Cancer Center pledge.

Patients Seen by Program



- Patient Experience Visits
- Reiki Sessions
- Comfort Cart Visits
- Pet Therapy Visits





*“When possible,
it pays to grow
our close-to-home
workforce.”*

Growing our Staff to Meet the Growing Needs of our Community

A note from Maggie Thomas, Assistant Vice President & Chief Human Resources Officer

Growing Our Own

The expansion of surgical services and inpatient volume has required South County Hospital to increase its workforce of dedicated, high-caliber staff. This comes at a time when the workforce, nationally and locally, is aging and starting to contract. The competition for experienced healthcare talent has become increasingly fierce; our strategy is to grow our own workforce in South County.

Surgical Successes

Two factors – the lack of experienced Operating Room Nurse candidates and the demand for that talent – led South County Health to trial a Grow Your Own program. In 2018, the program hit its stride and expanded substantially. Through our Student Nurse Apprentice Program, senior level students from local universities gained exposure to various aspects of Surgical Services during their last academic semester. The program provides SCH’s staff an opportunity to get to know these future healthcare professionals and help select those who prove to be the best match for our culture and best suited for surgical nursing. The selected RNs were offered an opportunity to train at South County Hospital to become Operating Room Nurses. The new nurses trained for about six months, completing a foundational Perioperative 101 course under the oversight of a dedicated Nurse Educator, and gained experience under the watchful eye of a seasoned Nurse Preceptor. As each cohort of new graduates completes the program and becomes independent in their practice, another round of new graduates is selected and commences training. To ensure that our investments in training produce a return, the new RNs make a three-year commitment to South County Health.

Inpatient Program

Consistent with the Operating Room program, we have had similar successes in nursing career development programs in the Intensive Care and the Women and Newborn Care Units. The Grow Your Own program is becoming systematic in planning for the replacement of our retirees, and most recently, new mothers who are reducing their commitment to their careers while they take time to bond with their babies. In partnering with Nursing Leadership, we anticipate considerable growth in these workforce development programs over the next few years to meet the demands for care as many of our staff reach retirement age.

Close to Home

The demographics of our workforce show that the majority (54%) of our staff live in Washington County and that South County Health is most successful in retaining talent when staff lives close by. Nationally, the average turnover rate for healthcare

workers is 16%. Turnover for our staff who live in Washington County is 12%, but that rate increases as commuting distance to the hospital increases. South County Health staff who cross the bridges from Newport County turn over at a rate of 20% and those coming from Connecticut turn over at 32%. When possible, it pays to grow our close-to-home workforce.

Starting Young

At South County Health, we offer a series of programs to connect with youth in South County to develop an interest in healthcare professions in our young community members. Each year, we host a Take Your Child to Work Day program, and throughout the school year we welcome Chariho High School students who participate in the Career Explorers Program. In addition, South County Health offers a number of junior volunteer and internship opportunities for area college students. In 2019, we were delighted to partner with South Kingstown High School on their new Health Careers Pathway Program.

At South County Health, well established workforce development programs are also in place, supporting the growth of rehabilitation, diagnostic imaging, pharmacy, and medical coding professionals.



1,503

Number of SCH employees at end of fiscal 2018

90 Number of staff who participated in tuition reimbursement



88 Number of staff recognized in Galaxy of Stars



Enhancing Patient Care and Safety

A note from Anne Schmidt, Vice President, Patient Care Services, Chief Nursing Officer

Becoming a High Reliability Organization requires dedication from staff at all levels of patient care. Through continued education, adherence to best practices, diligent self-monitoring, and observation of colleagues, South County Health has become safer while providing a more positive patient experience.

99.6%

Staff immunized against influenza (highest in the state)



Hand hygiene compliance for outpatient areas (Press Ganey)



Hand hygiene compliance for inpatient areas (Press Ganey)

Patient Care

Catheter Associated Urinary Tract Infection (CAUTI)

- Telemetry decreased Foley use by 12.5%
- Medical/Surgical decreased Foley use by 8%
- Ortho decreased Foley use by 25%
- ICU decreased Foley use by 25%

Antibiotic Stewardship South County Hospital is the first hospital in the state (other than the VA) to submit antimicrobial use data to National Healthcare Safety Network (NHSN), and the first hospital in the state to add Penicillin Allergy Skin Testing to its Antibacterial Stewardship program. Nurses from Infection Prevention & Control attended the statewide Antimicrobial Stewardship Coalition as a source of information and recommendations, and to present on initiatives implemented at South County Hospital.

Safe Injection Practices Targeting zero needle and syringe safety device injuries, reported injuries decreased by 50 percent in FY2018.

Pharmacist medication-reconciliation 98 percent of inpatients have their home medication list obtained/validated by a South County Health pharmacist.

Diabetes Survival Skills In an effort to provide diabetic patients with the tools necessary to manage their disease, the Diabetes Center created a Diabetes Survival Skills video that mirrors the information found in a hard copy booklet. The free hour-long video is available online or on DVD, making the information easily accessible and understandable to patients.

Safety

Workplace Violence Prevention Taskforce A system-wide team of 25 staff conduct monthly meetings to discuss quarterly incident statistics, education, and environmental safety at South County Health facilities. As a result, policies were developed to secure building access points after normal business hours. In addition, responses from a follow-up survey indicated an improvement in staff knowledge and education opportunities that address workplace violence prevention.

Accomplishments

- **Pathway to Excellence** four-year re-accreditation
- **Pinnacle of Excellence** Award – Inpatient Experience
- **Baby Friendly** re-designation
- **NICHE** certification (Nurses Improving Care for Healthsystem Elders)
- **The Joint Commission** re-certification

Staff Excellence

DAISY Award Jaymi McAlpine (Home Health) and Katie Ormondroyd (Cancer Center) were recognized with the DAISY Award for their extraordinary acts of compassion and patient connection. The nurses were nominated by patients/family in their care.

Celebration of Excellence/Nurses Week 2018 A Gallup poll ranked Registered Nurses as the most honest and ethical profession, an honor held for 17 consecutive years. The American Nurses Association designated 2018 as the year that nurses are recognized for inspiring, innovating, and influencing the profession.

Continuing Education 48 staff were recognized for completion of a college degree(s), certification(s), CARE projects (Career Advancement and Recognition of Excellence Program), or service as chairing a shared leadership council.

Peer Support A 14-member Peer Support Team received training to address issues that contribute to staff burnout and high stress. The team's goal is to provide evidence-based emotional support and resources to all staff who experienced a traumatic or challenging event.

Professional Improvements A Nursing Peer Review Committee was established to analyze current practices, communicate findings, and identify opportunities for improvements among the nursing staff.

Leadership Development Over 50 South County Health leaders attended a Leadership Development Education program, consisting of five modules – behavioral interviewing, change management, communication, building/leading effective teams, and business/financial acumen. The program was sponsored by Healthy Jobs RI Industry Partnership and developed by the Institute for Education in Healthcare at Rhode Island College.

Patient Experience Advisory Council (PEAC)

As part of South County Health's Strategic Plan, the Patient Experience Advisory Council (PEAC) was formed in 2016 to create an ongoing mechanism for consumer feedback on the patient experience for all service lines, with the goal of improving the patient experience.

Council Achievements

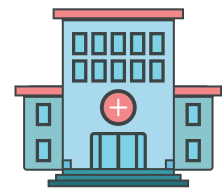
- Improved signage in the Emergency Department
- The elimination of “junk food” in vending machines
- Drafted and submitted a proposal to improve patient experience in the Surgical Services Waiting Area
- Expanded PEAC's presence on the South County Health website and other communications to increase awareness and community engagement
- Support awareness and usage of the Valet Service to improve the patient experience



12% reduction
in antibiotic use across
10 targets



67% decrease
in hospital onset C. diff
Infections (CDI)



55 flu clinics
held in the community



4,481
influenza vaccines
administered, including to
homebound residents who
do not have current medical
services provided



Dedicated to Quality Improvement for Exceptional Patient Care

A note from Elaine Desmarais, Vice President, Performance Improvement, Regulatory & Corporate Compliance

High Reliability Organization (HRO)

In October 2015, South County Health began its endeavor to become a High Reliability Organization (HRO) with a long-term goal of zero preventable harm to patients. By adopting protocols and practices used in other high-risk industries, our aim is to eliminate unintended harm.

Since February 2017, 1,440 employees and 212 physicians have received HRO training. In October 2018, this training was incorporated into our new employee orientation program, requiring new employees to attend a half-day session in addition to their all-day orientation to receive HRO and CARES (customer services) training.

Since we began tracking serious safety events in 2014, our average number of days between serious safety events has increased from 73 days to 112 days.

Quality care, patient safety, and patient experience continue to be our top priorities. Among the goals of our strategic plan are:

- To provide outstanding patient care; and
- To be clearly distinguished for quality care and patient safety

The metrics associated with these goals are:

1. Achieve and sustain zero patient identification errors
2. Achieve a 0.51 or lower complication rate
3. Improve the patient experience at South County Hospital

Other metrics that are equally important to patient safety in the Quality and Patient Safety Plan include:

- Reduce Hospital Acquired Infections/Hospital Acquired Conditions
 - a 68% reduction in HACs has occurred since 2018
- Prevent patient falls
 - We are currently well below the expected parameters; however, we will continue to identify more opportunities for prevention
- Decrease Workplace Violence
 - Healthcare staff face significant risks of workplace violence
- Continuously improve processes involved in patient transitions from hospital to the next care setting



Schwartz Center Rounds

South County Health finished its second year of Schwartz Center Rounds. Rounds offer staff a forum to discuss challenging professional issues in a safe and confidential setting among colleagues. Attendees frequently express gratitude for the opportunity to talk about their thoughts and feelings in an atmosphere that ensures confidentiality and support for all participants.

The sessions are led by Dr. Louis Rubenstein and Caroline Jenckes, NP, and facilitated by Noreen Mattis. The following six topics were presented at Schwartz Rounds during year two:

- “Feeling Good” – healing and wellness with integrative therapies
- “Additional Grace Required” – challenges in providing compassionate care
- “The Person Within” – balancing safety with compassion in caring for the patient with dementia
- “Blind Spot” – how hidden biases affect patient care
- “We’re Better Together” – recognizing and reconciling conflict among ourselves
- “The Good Death” – caring well at the end of life

Patient Experience Advisory Council

The Patient Experience Advisory Council (PEAC) was formed to create an ongoing mechanism for consumer feedback on the patient experience for all South County Health service lines. The Council was identified in South County Health’s Strategic Plan as a way to improve the patient experience. Year two was a year of growth and maturation for the PEAC, with the following goals identified:

1. To become a resource for patient experience feedback throughout the SCH system. The group will invite South County Health managers to attend Advisory Council meetings to open up lines of communication and to ask managers “How can we help you?”
2. To retain current members and recruit new members representing all service lines. We hope to diversify the group with broader gender, age, race, and ethnicity representation.
3. To follow up on the Emergency Department recommendations given in year one and their implementation. The AC will work with Quality to measure the effect these changes have on patient satisfaction.
4. To hold elections for consumer and staff co-chairs chosen from the Council membership.



Members of South County Health Infection Prevention Team continue to work to eliminate the risk of infection for patients, volunteers and staff.

Key Hospital Statistics



Discharges

FY 2018: 5,920
FY 2017: 5,834



Births (discharges)

FY 2018: 677
FY 2017: 660



Inpatient days

FY 2018: 18,427
FY 2017: 17,963



Average length of patient stay (days)

FY 2018: 3
FY 2017: 3



Observation days

FY 2018: 3,572
FY 2017: 3,086



Outpatient surgery

FY 2018: 6,822
FY 2017: 6,512



OR surgeries

FY 2018: 6,221
FY 2017: 6,019



Endoscopies

FY 2018: 2,985
FY 2017: 2,997



Emergency room visits (total)

FY 2018: 27,594
FY 2017: 26,736



Express Care visits

FY 2018: 24,811
FY 2017: 22,730



Outpatient visits

FY 2018: 219,478
FY 2017: 219,756



Physician office visits

FY 2018: 152,523
FY 2017: 163,171



Skilled nursing home care visits (SCHH)

FY 2018: 78,842
FY 2017: 83,000

New Medical Staff

Oct 1, 2017 – Sep 30, 2018

Russell Berscheid, MD, *Primary Care*
Taryn Bishop, FNP, *Emergency Medicine/Express Care*
Joseph Brady, MD, *General Surgery/Robotic Surgery*
Jessica Brandt, PA-C, *Emergency Medicine*
Janine Brooks, NP, *Hospitalist*
Ross Budaki, MD, *Orthopedics*
Susan Buntz, CRNA, *Anesthesiology*
Alison Cameron, MD, *Anesthesiology*
Lauren Cassell, MD, *Emergency Medicine*
Abdullah Chahin, MD, *Medicine/Pulmonary Critical Care*
Dragos Cucu, MD, *Medicine/Pulmonary Critical Care*
Jodi B. Cusack, PA-C, *Medicine/Gastroenterology*
Robert Dinwoodie, DO, *Emergency Medicine*
Thomas Doran, DO, *Emergency Medicine*
Susanna Draine, APRN, *Behavioral Health*
Daniel Druckman, MD, *Diagnostic Imaging/Radiology*
Eniayo Egberongbe, APRN, *Behavioral Health*
Emily Fails, NP, *Medicine/Internal Medicine*
AnnMarie Fiore, PA-C, *Emergency Medicine*
Molly Fox, PA-C, *Emergency Medicine/Express Care*
Michael Garcia, DO, *Emergency Medicine*
Danielle Giorgi, APRN, *Emergency Medicine/Express Care*
Hannah Griffin, PA-C, *Emergency Medicine*
Katherine Gwozdz, PA-C, *Orthopedics*
Denise Hubbard, CRNA, *Anesthesiology*
Mary Joyal, NP-C, *Primary Care*
Jaime Kapur, MD, *General Surgery*
Debra Karinski, APRN, *Pediatrics*
Agnieszka Kendall, MD, *Pediatrics*
John Kim, DO, *Emergency Medicine*
Richard Lim, MD, *Hospitalist*
Patricia Russo-Magno, MD, *Medicine/Pulmonary Critical Care*
Patricia Martino, APRN, *Primary Care*
Jennifer McCaskie, APRN, *Palliative Care*
Jane McPhillips, NP, *Palliative Care*
Marcia Bourque-Moreno, CRNA, *Anesthesiology*
Sophia O'Donnell, MD, *Emergency Medicine*
Olalesi Osunsade, MD, *Diagnostic Imaging/Radiology*
Christy Paiva, MD, *Anesthesiology*
Mark Patrick, MD, *Anesthesiology*
Brijesh Reddy, MD, *Diagnostic Imaging/Radiology*
Joseph Renzulli II, MD, *Urology/Robotic Surgery*
Michelle Ristuccia, PA-C, *Surgery*
Charles Rosenthal, MD, *Diagnostic Imaging/Radiology*
Diane Smith, MD, *Palliative Care*
Karen Steinmetz, PA-C, *Cardiology*

Christopher Storey, MD, *Medicine/Internal Medicine*
Jordan Sullivan, PA-C, *Emergency Department*
Jason Tartaglione, MD, *Orthopedics*
Martha Trimbur, MD, *Palliative Care*
Wendy Witt, MD, *Emergency Medicine/Express Care*
Adam Wright, MD, *Anesthesiology*

Resignations

Derek Andelloux, MD, *Primary Care*
Muhammad Bostaji, MD, *Pulmonary Critical Care*
Dariusz Bulczak, MD, *Diagnostic Imaging*
Barbara McGee-Coghlin, MD, *Pediatrics*
Patricia Currier, FNP, *Emergency Medicine/Express Care*
Sumit Das, MD, *Neurosurgery*
Edgar DePeralta, MD, *Surgery/Intraoperative Monitoring (IOM)*
Tariq Fadl, MD, *Emergency Medicine/Express Care*
Armando Fraire, MD, *Pathology*
Humayan Gazder, MD, *Anesthesiology*
Vasko Gulevski, MD, *Teleneurology*
Charles Hackett, MD, *Palliative Care*
Laura Henseler, MD, *Primary Care*
Benjamin Hodgson, MD, *Emergency Medicine*
Agnieszka Kendall, MD, *Pediatrics*
Courtney Lane, MD, *Pediatrics*
Joshua Leighton, MD, *Diagnostic Imaging*
Martha Lopez, MD, *Diagnostic Imaging*
Teresa Maine, FNP, *Emergency Medicine/Express Care*
Robert Maltz, MD, *Pediatrics*
Natalia Marks, MD, *Diagnostic Imaging*
Gary Miller, MD, *Teleneurology*
Mary Murray, MD, *Pediatrics*
Felipe Alejandro Vivas Orozco, MD, *Hospitalist*
Jennifer Ritzau, MD, *Palliative Care*
Lauren Rousseau, PA-C, *Emergency Medicine*
Mary Christina Simpson, MD, *Obstetrics/Gynecology*
Hillard Sharf, MD, *Teleneurology*
Timothy Tash, MD, *Diagnostic Imaging/Radiology*
Ann Tran, MD, *Diagnostic Imaging/Teleradiology*
Joy Ziegler, MD, *Pediatrics*

Retirements

Celeste Corcoran, MD, *Pediatrics*
Merrilyn Stevens, MD, *Hospitalist*

In Memoriam

Anthony Selman, DO



Healing at Home

*A note from Marcia Werber Feldman
Assistant Vice President, South County Home Health*

South County Home Health works with patients in their most intimate environment, their home. Our highly trained, caring staff see the challenges that individuals are faced with firsthand and understand the best ways to help address them.

Fiscal year 2018 was an interesting year of growth and change for South County Home Health. Our organization saw 3,300 unique patients for greater than 77,000 visits.

Our exceptional nursing staff meets the needs of our patients by providing management and care for a number of conditions, including:

- illness, injury, or surgery
- acute and chronic disease
- wound care
- diabetes
- congestive heart failure and hypertension
- ostomy care

The team from South County Home Health provides personal visits and uses telehealth technology that provides real-time information and intervention to improve patient care. Our nurses and specialists work closely with each patient's doctors and caregivers to ensure positive outcomes throughout their care. The focus is always on developing realistic goals with patient and family members.

Our dedicated rehabilitation staff of physical, occupational, and speech therapists is growing and expanding with enhanced geographic capabilities and wide-ranging specialties. Among the conditions our team of health professionals see are:

- orthopedic needs
- aphasia and dysphagia
- vestibular rehabilitation
- stroke rehabilitation
- lymphedema
- complex pediatric needs

In addition, we provide therapies such as Big and Loud for Parkinson's Disease, as well as energy conservation and rehabilitation after an illness or injury.

As part of our commitment to the community, we are actively involved in educating the next generation of health care providers. We have nursing, pharmacy, and physical and occupational therapy students from regional institutions of higher education, including University of Rhode Island, Rhode Island College, Quinnipiac College, and others. These students come for training and observation to enhance their classroom and clinical experience. They are motivated, engaged, and interested in learning about home care for their respective fields. Our staff mentors and teaches them, and sometimes learns from them.

We have medical social workers and nutritionists who work closely with the nurses, therapists, and home health aides to ensure that the psycho-social and nutritional needs of our patients are being addressed.

In addition to the care of adults, South County Home Health provides three pediatric programs to address the needs of the vulnerable, under 18-year-old members of our community.

- Pediatric Home Health follows children after an illness, injury, or concern at birth such as jaundice or prematurity.
- The First Connections program, sponsored by the Rhode Island Department of Health, works with families and infants prenatally through age 3. This is

a voluntary program offered to families, providing support through referrals, education, and visits. The goal is to improve family interactions and early identification of challenges to provide each child with opportunity for a successful childhood and future.

- Health Families America is a federal program that also focuses on children under 3 years old. This program is rooted in the belief that early, nurturing relationships are the foundation for life-long, healthy development. The interactions are relationship-based, culturally sensitive, and reflective to promote positive child-parent interactions. Children are assessed for appropriate development, and parents are educated in ways to promote this.

For over 50 years, South County Home Health has been a vital part of the Washington County community. Our programs and services are designed to meet the needs of a diverse population and assist individuals in their home to aid in maximizing health and wellness.

SOUTH COUNTY SURGICAL SUPPLY



Over 5,000
new patients
served in 2018



A Focus on Quality Care and Great Customer Service

A note from Paul Desmarais, Manager, South County Surgical Supply

This past year was another successful one for South County Surgical Supply, as we worked to meet the needs of patients and our fellow health care providers.

Quality and customer service are the hallmarks of our department, which is why we help patients access supplies on-site at our hospital following their hip or knee surgery. It is why we are a preferred provider for Hope Hospice and Palliative Care in southern Rhode Island. To enhance care, we also introduced new products like disinfecting devices for our CPAP product line designed to eliminate most bacteria, viruses, mold and fungus.

On the quality front, we are pleased to report the following results:

- 82% of new oxygen patients scheduled follow-up appointments with their provider in the first 30 days; others were encouraged to schedule an appointment.
- 0% of new oxygen patients reported they were short of breath.
- 0% of new oxygen patients reported difficulty with their medications.

We also worked to make patients safe in their homes. Our 2018 Fire Safety Results showed that only 1 percent of new oxygen patients did not have a fire extinguisher. They were advised to obtain one.

Thirty files were reviewed in our 2018 Medicare Audit and all were regarded favorably.

Our staff is dedicated to delivering great care with a focus on patient well-being and innovation. I thank them for their ongoing commitment and dedicated service to our patients and community health care partners.



Providing high-quality primary and specialty care

A note from Lisa Rameaka, MD, CMO, Chair of the SCMG Advisory Board

The South County Medical Group employs 118 physicians and advanced practice clinicians who provide high-quality primary and specialty care in inpatient and outpatient settings. In FY2018, our medical group provided over 150,000 patient visits. As we continue to work towards becoming the preferred multispecialty provider group in southern Rhode Island, we are proud to provide high-quality patient care and patient satisfaction.

As healthcare evolves, the South County Medical Group continues to strive towards providing the most effective models of patient care that promote health in the community while sustaining the ability to provide that care. Our primary care providers, in collaboration with Rhode Island Primary Care Physicians Corporation, continue to support our Patient Centered Medical Home model, which provides a focus on preventive care and allows the sharing of efficiencies among the primary care practices.

In April 2018, the South County Medical Group welcomed South County Urology, a new specialty to the medical group. The practice, staffed by a highly respected team of physicians and advanced practice clinicians, has become the premier center for urologic care in Rhode Island, providing a breadth of urologic services. Amongst these services is urologic oncology care, offering minimally invasive cancer surgery and most recently, for men choosing to undergo radiation therapy for prostate cancer, an outpatient procedure using new technology that reduces the risks of side effects from radiation treatment.

Together, with Ann Rubino, Assistant Vice President of South County Medical Group, our team of practice managers, and the physician advisory board, we will continue to execute strategies designed to provide high-quality healthcare and realize sustainable growth to ensure South County Health's future.

Locations

Charlestown
East Greenwich
Wakefield
Westerly

Comprehensive Care

- Behavioral Health
- Cardiology
- Express Care
- Family Medicine (Primary Care)
- General Surgery
- Hospitalists
- Infectious Disease & Lyme Clinic
- Internal Medicine (Primary Care)
- Nephrology & Hypertension
- Obstetrics/Gynecology
- Oncology/Hematology
- Urology
- Wound Care



SOUTH COUNTY MEDICAL GROUP

Part of South County Health

SCMG At A Glance

- 12 Practices
- 2 Express Care Facilities
- 77 Physicians
- 41 Mid-Level Providers



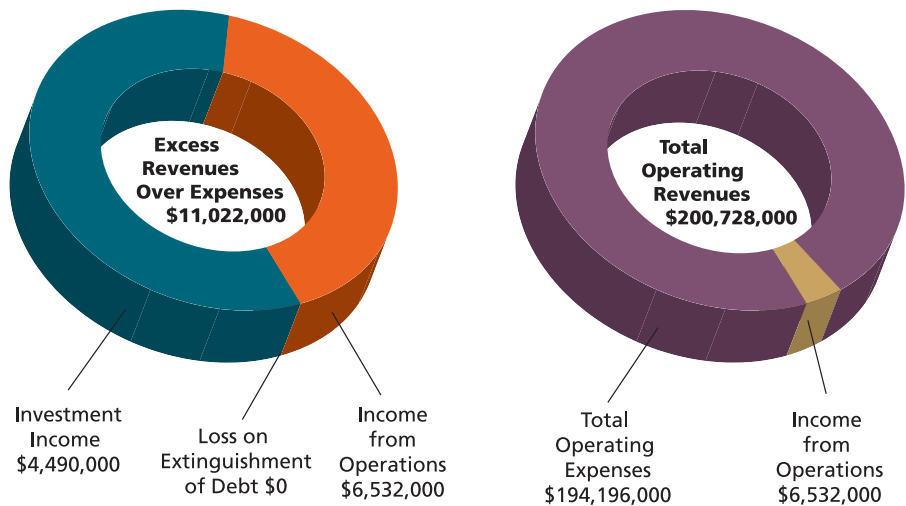
Maintaining a Healthy Financial Performance

A note from Thomas Breen, Chief Financial Officer

South County Health (SCH) ended fiscal year 2018 with an operating gain, the eighth consecutive year of positive financial performance. During FY2018, SCH invested \$8,392,000 in infrastructure improvements and new medical equipment.

In FY2018, SCH provided services for 5,920 inpatients, including 2,859 medical patients, 2,384 surgical patients, and 677 deliveries. SCH also provided 219,478 outpatient service encounters, including 27,594 emergency room visits and 6,822 outpatient surgical cases.

“2018 was our eighth consecutive year of positive financial performance.”



3.3%

Operating Margin

5.5%

Excess Margin

South County Health Endowment & Affiliates FY 2018 Annual Report

Financial Highlights ~ Full consolidated per audited statements ~(000s omitted)

| | FY2018 | FY2017 |
|---|------------------|-----------------|
| Total Operating Revenues | \$ 200,728 | \$ 189,662 |
| Total Operating Expenses | \$ 194,196 | \$ 188,479 |
| Income from operations | 6,532 | 1,183 |
| Investment income (loss) | 4,490 | 4,105 |
| Loss on extinguishment of debt | – | – |
| Excess of revenues over expenses | \$ 11,022 | \$ 5,288 |
| Operating Margin | 3.3% | 0.6% |
| Excess Margin | 5.5% | 2.8% |



Building a Healthier South County Together

*A note from Kimberly O'Connell
Vice President and Chief Strategy Officer*

A health system doesn't just reside in a city or town; it needs to commit its expertise, resources, and time to building a healthier community. At South County Health, we are proud to annually sponsor dozens of education and screening events to improve the overall well-being of our community.

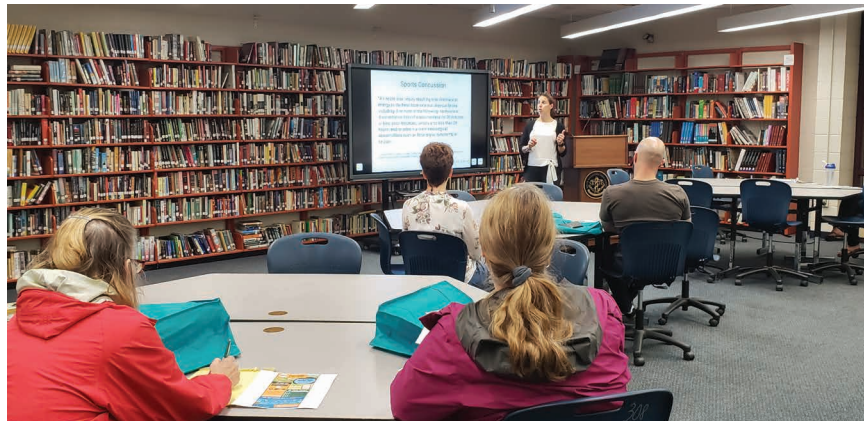
Some of our screenings and educational sessions are conducted in direct response to concerns about issues like radon levels in the home, Lyme disease, or skin cancer. Others – like checks on car seats for newborns or education on ensuring your pet is well-managed around babies – are proactive measures to keep families safe.

Regardless of the setting, South County Health believes investing in prevention, screening, and education makes our community a better place to live, work, and visit. We hope to see you – our neighbors – at our upcoming education and screening events. Together, we are building a healthier South County.



31

Community events and lectures held



TOP IMAGE – Dr. Charlotte Moriarty of Ortho RI discusses concussions with parents of student athletes.



BOTTOM IMAGE – Community members attend a lecture on Lyme disease given by Dr. Frederic Silverblatt, infectious disease specialist.



Exceptional Care with Exceptional Donors

A note from Claudia Swain, Vice President of Development

South County Health has become a high-quality, highly respected healthcare system with the help of the many benefactors who support our vision. From facility improvements to the latest technological advancements, we rely on the generous financial contributions of those who recognize the community's need for exceptional care in Washington County and take action to meet those needs.



A \$300,000 grant that, along with individual financial support, allowed the purchase of a 64-slice CT scanner.

Champlin Foundation Grant

South County Health received the largest grant ever awarded to this organization from the Champlin Foundation – a \$300,000 grant that, along with individual financial support, allowed the purchase of a 64-slice CT scanner. This advanced device improved patient care by providing faster scans and decreasing the amount of radiation exposure to patients. It is a critical component in the diagnosis of cancer, cardiovascular disease, infectious disease, appendicitis, trauma, and musculoskeletal disorders.

Business Partners Program

South County Health launched a Business Partners program, creating an opportunity for business leaders to establish a legacy that illustrates their commitment to improving the health of the community. Participants in the Business Partners program support community outreach efforts to improve physical and behavioral health, and invest in advanced healthcare technologies to provide high-quality care in Washington County. Our Business Partners are recognized as community leaders and are rewarded with benefits that extend well beyond exposure at a specific, one-time event.



Raised more than \$139,000 to support South County Hospital and South County Home Health.

Invitational Golf Tournament

More than \$139,000 was raised at the 2018 Invitational Tournament and a more leisurely outing, Day of Golf, held at the Misquamicut Country Club in Watch Hill on May 30 and June 1. The money raised supports programs and services offered through South County Hospital and South County Home Health.

Flagship Society Members

The Flagship Society is made up of those who have included South County Health as part of their estate plans. These individuals understand the level of care that South County Health provides for the community and want to ensure that it continues and strengthens for generations that follow. We are grateful for their confidence in our vision and their trust in our stewardship of their estate.



Received bequests totalling over \$500,000.

South County Health Circle of Care

Thanks to the support of our *Circle of Care* donors, South County Health can maintain the tradition of excellence that has become our hallmark. We are profoundly grateful to the generous individuals and foundations listed below that have helped us fulfill our commitment to continual quality improvement. These gifts reflect contributions of \$1,000 or more to our Annual Fund from January 1, 2018 to December 31, 2018.

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Gifts of \$25,000 and up

Miss Mary A. Carpenter*
Mr. Bruce Ferguson
Mr. and Mrs. Henry Meyer*
Ms. Rosalyn Sinclair
Mr. Guadalupe E. Torres USN,
Retired*

1919 Society

Gifts of \$10,000 - \$24,999

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Dr. Eve T. Keenan
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Gifts of \$5,000 - \$9,999

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"We support the hospital because we believe it is important to support the community. South County Hospital is a beacon of what is great in South County."

– McGuire Wealth Management
Dennis McGuire Jr.,
Dennis McGuire Sr., and
Sean McGuire

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Gifts of \$1,000 - \$2,499

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Ms. Judith Matteson



“The Murray Family Foundation and Suzanne and Terry Murray care deeply about the people of RI and the institutions that serve them. South County Health is an integral part of the South County community and is critical to the health of its residents. It enjoys the confidence and support of the community because of its outstanding quality and service.”

– Terry and Suzanne Murray

South County Health Circle of Care

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 Dr. and Mrs. Edward M. Mazze
 Mr. and Mrs. Benjamin W. McCleary
 Mrs. Kathleen M. Menard
 Mr. and Mrs. Curtis W. Miller III
 Ms. Karna Misevic



“South County Health is a world-class facility right here in our community. We are both so fortunate to have been personally cared for by the remarkable physicians and medical teams at South County Health, and we are also grateful for the amazing care of our loved ones. It is truly our honor to support such a fine health care system.”

– Michael and Patti Girardi

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“By practicing at South County Health, we see first hand what a tremendous resource South County Health is to the community. Being part of the Circle of Care is an excellent opportunity to support all the great work that South County Health does to enhance the well being of the community.”

– Dr. David W. Rowe and
 Dr. Kerry A. Rowe

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 Dr. Meera S. Viswanathan
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 The Winter Family Foundation
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*deceased

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Our sincere thanks to all of our contributors for their generous donations in 2018.

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Chief of Urology Dr. Joseph Renzulli II (left) and general surgeon Dr. Joseph Brady are experts in the field of surgical robotics, using da Vinci Xi at South County Hospital.

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Members of the South County Health nursing staff display the Pathway to Excellence award.

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The first cohort of South County Health nurses to complete URI's RN to BSN program display their diplomas at their graduation and pinning ceremony.

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Dr. Louis Rubenstein (center) was honored with a bench in the South County Hospital courtyard to commemorate his contributions as the first Medical Director of Hospitalist Services, a position he held for 14 years.

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SPECIAL EVENTS

Frances McGillivray Tribute Campaign ~ Thursday, April 5, 2018

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The 2018 South County Health Auxiliary Fashion Show celebrated a huge success on Wednesday, June 27, 2018. With its 350 guests the Auxiliary raised more than \$40,000 to help support South County Health. This year's proceeds were donated to the hospital to help support the purchase of its da Vinci Xi surgical system.



A Special Thank you to our Clothing Sponsor Seaside Style, all the amazing models, Emcee Michaela Johnson and Committee Chair Patricia M. Williams-Dernavich

SPECIAL EVENTS

The Invitational and Day of Golf ~ May 30 and June 6, 2018

The 2018 Invitational Golf Tournament and Day of Golf, held at The Misquamicut Country Club in Watch Hill, raised more than \$139,000. Proceeds from this event will benefit both South County Hospital and South County Home Health.



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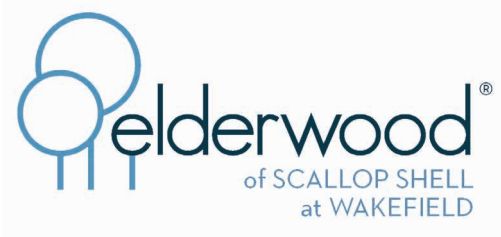
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