



Sharon Hospital Annual Update

August 22, 2019

In accordance with the Agreed Settlement conditions set forth by the State of Connecticut when ownership of Vassar Health Connecticut, Inc. d/b/a Sharon Hospital (“Sharon”) was transferred to Health Quest Systems, Inc. (“Health Quest”) in August 2017, Sharon Hospital has agreed to provide the following information on an annual basis. These filings are due within one (1) month following the anniversary of Sharon joining the system for a period of three (3) years and shall be posted on the Hospital’s website. (*Note – Sharon and Health Quest became part of Nuvance Health on April 1, 2019)

Agreed Settlement Item #12:

Sharon agrees to file the following documents and information on an annual basis.

- a) A written report describing the achievement of the strategic plan components to retain and enhance healthcare services in the communities served by Sharon Hospital, including with respect to physician recruitment and resource commitments for clinical service programming.*
- b) A written report on its activities regarding efforts towards making culturally and linguistically appropriate services available and integrate throughout the Hospital’s operations.*
- c) A written report identifying the amounts and uses related to community benefits and community building. The report shall include a full discussion of how such investments and support are being applied toward the health needs identified in the Community Health Needs Assessment and population health management objectives.*
- d) A list of the names, accompanied by a brief biography in first filing due subsequent to the member’s appointment, of the fifteen Hospital Board of Trustee members.*

Sharon Market Overview

Sharon Hospital's primary service area includes the northeastern area of Dutchess County in New York, as well as the western parts of Litchfield County in Connecticut, including New Milford and Torrington. From a patient flow perspective, patients come to Sharon from both states, with about 55% of patients from Connecticut and 43% of patients from New York. Like many communities in New York State and Connecticut, Sharon Hospital's service area is experiencing minimal population growth with gradual declines in the numbers of young families and children. The largest demographic growth is expected in the number of residents aged 65 and older and from 2018 to 2028, the percent change in the 65-plus age range is projected to be over 20%¹.

In addition to a shrinking population, over the last several years, Sharon has also faced an increasingly competitive landscape from other providers in the region as health systems in Connecticut continue to consolidate and put pressure on Sharon's core operations. The market dynamics have resulted in a decline in volume and a deterioration of Sharon's financial performance in each of the last four years.

To address the market challenges, Sharon Hospital is committed to serve the local community and continue to invest in the Sharon region going forward. Our strategy will be consistent with our Mission and our Vision and will be rooted in the following strategic framework:

Sharon's Strategic Plan (2022) - Vision for Success

Sharon Hospital 2022 represents a fundamental turn-around of the hospital's position in the region, its sustainability as a critical resource for the region, its overall quality, and its financial contributions. From 2022 forward, Sharon Hospital is envisioned to continue its vital role as a community hospital, providing quality care in its core service lines (behavioral health, emergency care, general surgery, respiratory disease, cardiac disease, stroke) and serving as an integrated channel for more acute care services to the tertiary hub(s) of Nuance Health and other systems located in Connecticut.

¹ The Claritas Company, Demographics Expert V.2.7

Provide the Highest Level of Quality Care

A	Achieve top decile performance in quality and service
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Stabilize Acute Care Volume to Ensure Sustainability

B	Improving access to providers – both in-person and through technology
C	Increase the retention of patients who come to Sharon hospital by increasing the capabilities at Sharon Hospital
D	Decrease the out-migration of patients from the Sharon community through better access and capabilities, lower obstacles to care and more community recognition of services available at Sharon

Achieve Operational Efficiencies

E	Reducing costs through increased purchasing capabilities, reduced supply chain variations, and increased economies of scale for shared services
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To ensure that we are on track to meet our strategic goals, we are actively monitoring Sharon’s quality performance (via the Quality Dashboard) and tracking the following key indicators:

	2016 (actual)	2017 (actual)	2018 (actual)	2019 (annualized)	2020 (target)*
Discharges (excluding psych)	2,050	1,940	1,948	1,714	
ED Visits	13,920	13,645	13,605	12,630	
Conversion Rate	11%	11%	11%	11%	
Transfer Rate (% of ED Visits)	3.1%	3.3%	3.1%	3.3%	
Case Mix	1.04	1.10	1.07	1.04	
Surgeries	2,609	2,874	3,121	3,210	
Operating Margin	0.6% (FY)	2.4% (FY)	(1.3%)	(17.2%)	

* The hospital is currently moving from a calendar year to a fiscal year ending September 30th. 2020 targets are not final at the time of submission.

To achieve these objectives, Nuvance Health, as sole member of Health Quest, along with Health Quest and Sharon are deploying specific tactics outlined below:

1. *Primary Care:* We are recruiting for primary care physicians to add more capacity in the region. Kent Primary Care welcomed Dr. Niculae in August of 2019 and a contract is pending for another primary care physician in the Sharon market. Recent Health Quest Medical Practice 2018 additions (e.g. Dr. Mantaro and Dr. Lefebvre) continue to build their practice to full capacity.

2. *Senior Behavioral Services:* We are in the final construction phase of expanding the Senior Behavioral Unit to meet the level of demand for these services. This 5-bed expansion will be operational in September 2019.
3. *Top-Decile Quality:* Sharon's Quality and Performance Improvement Committee is focused and engaged with system leaders to track outcome measures and drills down to specific quality issues to identify improvement opportunities for our patients with a goal of achieving top-decile quality by 2022. Year to date 2019, we are top-decile for length of stay, mortality, falls without injury, infections and complications.
4. *Tele-ICU Services:* After successfully piloting tele-ICU services at Northern Dutchess Hospital, we are currently expanding the tele-ICU concept to Sharon. This is expected to support the retention of additional patients at Sharon that would otherwise need to be transferred to other facilities by providing 24/7 access to board certified intensivists. Tele-ICU services is expected to be fully implemented by late 2019.
5. *Investment in Employees:* We have invested \$1.1M in our employees by implementing market adjustments to be more competitive with other salaries in the market. Our efforts are starting to pay off with 12% employment growth since 2018. We have also expanded employee development and recognition programs.
6. *Tele-providers:* Our tele-provider network (for the legacy Health Quest system) was launched in 2018, creating additional points of access for patients to receive care through the health system and Sharon-based providers. Dr. Clark, orthopedic surgeon at Sharon, is adding tele-medicine to his practice for imaging reviews and routine post-surgical follow-up questions.
7. *Orthopedics:* We will continue to grow new services in the Sharon community to improve access, and services by independent orthopedic surgeons – specifically in joint replacement at Sharon. As a result of Health Quest's recent affiliation with Western Connecticut Health Network, we will continue to partner with OrthoCT to service both Sharon and New Milford.
8. *Women's Services:* We recognize that the demographics of Sharon's primary and secondary service areas may not support a long-term presence of obstetrical care. Women of childbearing years and the number of available deliveries in the market have been declining, and the ability for Sharon to retain qualified obstetricians and clinical staff for the region is a challenge. Currently, the three OB providers are continuing to provide OB coverage to the unit. We are also actively recruiting of an additional OB as both a safeguard and as a succession plan for the department. Sharon has also begun an OB RN residency program and there are currently two RNs enrolled in the program.

In response to the aging demographic, expanded services for women in their mid/late years is a planned area of development. A steering group composed of both hospital and community members has been engaged to create the plan. Dr. Parisi, an expert in women's health (GYN & Integrative Care) is helping to lead this strategic initiative.

Culturally and Linguistically Appropriate Services (CLAS)

Sharon and all of the Nuvance Health Hospitals² are guided by The Joint Commission (TJC) Hospital Standards and Elements of Performance. The National CLAS Standards can be directly cross-walked to the standards and elements of performance that TJC Hospitals follow. This cross-walk, published by TJC, is available online [here](#).

Additionally, Sharon offers many ways to overcome the barriers that language differences and physical disability can create for patients.

Communication assistance

Patients have the right to receive assistance with communication. Sharon Hospital has interpretation services, American Sign Language interpreters and devices to assist patients with disabilities. All are free and confidential.

Language interpreters

If English is not the preferred language, Sharon arranges for complimentary interpreter services through CyraCom.

Resources for the hearing impaired

For those with hearing problems, Sharon offers American Sign Language (ASL) interpreter assistance. For voice amplification, a Pocket Talker is supplied, which is a cell-phone-sized device with headphones. It is used to amplify sound and filter out non-voices and other ambient noises.

Visually Impaired and Special Needs Assistance

When a patient cannot see clearly enough to read documents or has cognitive issues, Sharon offers “qualified readers” at no charge. A qualified reader is a staff member who reads consent forms and other vital documents slowly and articulately and who pauses frequently enough to inquire if the patient understands and/or has any questions. A magnifying glass is also available to those who request one.

Spanish Translated Documents: Sharon Hospital provides all vital documents in Spanish for our Limited English Proficiency (LEP) Hispanic patients. These include consent forms, discharge information, financial forms and medical brochures. The Sharon Hospital/Nuvance Health website provides an overall description of services available in Spanish. The patient financial assistance paperwork is also available on the website in Spanish.

² Nuvance Health hospitals are Northern Dutchess Hospital (Rhinebeck, NY) Vassar Brothers Medical Center (Poughkeepsie, NY), Putnam Hospital Center (Carmel, NY), Sharon Hospital (Sharon, CT), Danbury Hospital (Danbury, CT), New Milford Hospital (New Milford, CT) and Norwalk Hospital (Norwalk, CT).

Cultural Competence/EEO/ADA

Nuvance Health encourages and supports diversity in its workforce. This includes diversity in race, color, creed, gender, disability, sexual orientation, national origin, education, age, marital status, geographic origin, background and skills. To give equal employment and advancement opportunities to all people, Nuvance Health selects, promotes, transfers, recruits and trains associates in all job classifications based on each person's performance, qualifications, and abilities. Nuvance Health engages in an interactive and flexible process with a qualified individual with known disabilities in an attempt to identify an effective accommodation that will allow the associate to perform the essential functions of the job. The Equal Employment Opportunity policy covers all employment practices, including selection, job assignment, compensation, discipline, termination, and access to benefits and training. Nuvance Health seeks an environment that is open and respectful of individual differences.

Sharon created a Community Health Needs Committee (CHNC) in late 2017 to address community needs and to develop a community health improvement plan. The committee is made up of board members, the leadership team, hospital staff and community members. The CHNC at Sharon was tasked with overseeing the development and updating of the community health needs assessments, monitoring the hospital's responses to the assessment to ensure that the identified healthcare needs are being met and reporting back to the hospital and system boards. Additionally, representatives from Sharon participate in community boards and task forces that keep them in regular touch with their community partners.

Because Sharon was a for-profit entity prior to Health Quest's acquisition in 2017, it was not required to conduct a CHNA or develop a community health improvement plan. The hospital completed its [CHNA and implementation plan](#) in late 2018 for calendar year 2019. The CHNC selected two focus areas – Chronic Disease and Mental Health – and project-specific workgroups are currently working to implement tactics developed in the community health improvement plan.

Sharon purchased and rolled out the Community Benefit Inventory for Social Accountability (CBISA) software in late 2017 and began training and educating staff on what should be reported. In CY 2018, the hospital tracked 21 unique programs, serving 5,665 people.

Highlights from the Sharon Hospital Community Health Improvement Plan:

American Cancer Society's Freshstart Smoking Cessation Program – This four-class program is designed for individuals interested in learning successful tools and strategies for quitting smoking. The program is offered every other month at the hospital.

Get Fit Spring and Fall Fitness Challenge – This 6-week fitness challenge encourages the community to get active for a minimum of 30 minutes a day and log their workouts on our website that includes healthy eating and exercising tips. We have partnered with many community locations to encourage participants to explore the parks, trails and other fitness locations in their neighborhood. Check-in locations in Litchfield County and beyond include popular road races, fitness centers, public parks, outdoor trails and other recreation sites.

Mental Health Aid Training – The Mental Health First Aid Training program provides communities with the knowledge and skills to help individuals experiencing a mental health problem or crisis. Participants learn about common risk factors, warning signs of mental health issues, how to better assist someone experiencing a crisis and offer answers to key questions such as "What do I do?" and "Where can I find help?" The program is offered every other month at the hospital.

LION (Let's Improve Our Nutrition) School Program Pilot – During the 2018/2019 school year Sharon and the Town of Dover Lions Club co-sponsored the LION program at Wingdale Elementary School in Sharon's primary service area. Each month, 250 K-2 students were introduced to healthy eating and offered healthy food tastings at lunch. Foods served included mangoes, fruit smoothies, clementines, yellow beets, pineapple, rainbow carrots and baked

sweet potato fries. Students received a take-home food tasting nutrition worksheet and ADA-prepared information prediabetes for their parents. Sharon and the Lion's Club plan to expand to a second location for the 2019/2020 school year.

National Prescription Drug Take-Back Day - Sharon and local law enforcement have teamed up to help community members safely dispose of unwanted prescription, over-the-counter and pet medications.

The hospital also provides a number of additional community programs throughout the year such as a community exercise program, childbirth education for expectant families, no cost car seat safety checks, complimentary CPR classes, no cost sharps return, support groups and educational lectures. A fall lunch-and-learn wellness series will kick off in September with programs on injury prevention, integrative medicine for women and joint disease. In addition, a balance clinic (to prevent falls) is planned for November and the hospital is currently working with the Boy Scouts of America to plan a bicycle safety rodeo at Lime Rock Park. During the school year, hospital staff travel to surrounding public and private schools to speak about smoking, vaping and drugs. (A full calendar of community events can be found [here](#)).

Beginning in Summer 2019, Sharon launched the Community Chronical. Each newsletter includes features on specialized health services, technology & infrastructure investments, quality improvements, and patient and provider stories and includes a calendar of upcoming events. The inaugural newsletter was mailed to over 39,000 homes in the hospital's service area.

Sharon also invests in the community by sponsoring or supporting many organizations like the Northwest CT Chamber of Commerce, the Kent Chamber of Commerce, the Tri-state Chamber of Commerce, Sharon Day Care Center's 5K Road Race, Salisbury VNA Cancer Survivor Day, Canaan Railroad Days, The Town of Sharon Parks and Recreation Sprint Triathlon and more.

In 2019, Sharon will be part of the Nuvance Health community health needs assessment and health improvement plan. A new three-year community health improvement plan will be developed in late 2019 to bring the timing of Sharon's plan in-line with the system.

Sharon Hospital Board Members

The Sharon Hospital Board has not changed since the last reporting (unless otherwise noted below) and consists of the following members:

Arthur J. Bassin:

Arthur (Art) J. Bassin is local businessman, veteran and volunteer. Professionally, he most previously served as the Director of Salisbury Bancorp & Salisbury Bank and Trust. A resident of Ancramdale, NY, Art volunteers his time on many boards for community and municipal organizations. He received his bachelor's degree from Harvard College and his MBA from Harvard Business School.

William M. Kirber, MD:

William M. Kirber is an ophthalmologist who has practiced in Lakeville, Connecticut for more than 36 years. He received his bachelor's degree in Biology from Harvard College, and attended medical school at the University of Pennsylvania. He is a lifetime fellow of the American Academy of Ophthalmology and has been on the medical staff of Sharon Hospital since 1982.

** Dr. Kirber rendered his resignation at the August Board meeting. The hospital will assemble a committee to review potential candidates.*

Hugh A. Hill:

Hugh A. Hill is a health insurance broker in Litchfield County, Conn. Hugh was a member of the advisory board of Sharon Hospital under the hospital's previous ownership by RegionalCare Hospital Partners. Prior to his current position, he owned and operated two art galleries: One in Brooklyn, NY and the other in Kent, CT. Hugh attended Dartmouth College and received his bachelor's degree in psychology and urban studies.

Kathryn Palmer-House, Ed.D.

Kathryn (Katie) Palmer-House is the Town Clerk of the Town of Dover, NY. In addition to her municipal appointment, she serves as an adjunct psychology instructor at Dutchess Community College in Poughkeepsie, and as president of Hufcut Funeral Home in Dover Plains, NY, which she co-owns with her husband. Katie received a doctorate degree in adult learning and leadership from Teachers College of Columbia University, a master's degree in community and counseling psychology from Marist College, and a bachelor's degree in psychology from Western Connecticut State University. Katie volunteers for many community organizations, including Dover Lions Club, for which she has served as President since 2014, and Foundation for Community Health, for which she is a former board member, past chair and past secretary.

Kenneth Schechter:

Kenneth (Ken) Schechter is a real estate executive who currently serves as principal for Parallel Holdings LLC & Parallel Asset Management LLC. Prior to this, Ken was the president and founder of Parallel Capital LLC, a commercial real estate lending company with offices throughout the United

States. Before real estate, Ken's career focused on politics and social advocacy. Ken received his bachelor's degree from Vassar College and a Juris Doctor degree from New York University School of Law.

Pierce Sioussat:

Pierce Sioussat is chief executive officer at Bioforce USA, a supplier of natural health and beauty products in the United States. Prior to joining his father-in-law at Bioforce USA, he led a successful career in advertising, marketing and product development in New York City. The Millbrook resident volunteers his time with the Berkshire Taconic Foundation, Youth Career Development Initiative, and The Kildonan School. Pierce received his bachelor's degree in applied voice from The New England Conservatory of Music.

James Quella:

James Quella is a senior advisor of the private equity group at Blackstone, a financial services and asset management firm based in New York City. He has more than 37 years of experience in the financial services industry. He is a published author, having co-authored a book as well as numerous articles about the financial services industry, which appeared in business journals, newspapers and business publications. James is a graduate of the University of Chicago's Booth Graduate School of Business where he received his MBA with concentrations in finance and international business. He also received a bachelor's degree from the University of Chicago in international studies. James also owns and operates Q Farms, a pasture-based protein farm in his town of residence, Sharon, Conn.

Joel W. Jones:

Joel W. Jones is a senior executive who is known and trusted throughout the chemicals industry. Most recently, he served as the senior vice president of sales at Bioamber Inc., a Montreal-based public startup chemicals producer. Prior to this, he worked as chief commercial officer for private start-up KODA Distribution Group, which manages a portfolio of independent specialty chemical distributors across North America. Before KODA, Joel held a 29-year career with the Dow Chemical Company. Joel received his bachelor's degree in chemical engineering from University of Missouri and is a Six Sigma-Certified Green Belt.

Miriam Tannen, RN, NP-C:

Miriam (Mimi) Tannen is the co-owner of MPI, Inc., an engineering and manufacturing company located in Poughkeepsie, NY. In addition, Mimi is a certified nurse practitioner who specializes in women's health. She spent 15 years working for Planned Parenthood of the Mid-Hudson Valley (PPMHV) in roles of progressively increasing responsibility. She ended her tenure at PPMHV as a member of the senior management team in her role as director of clinical services, where she was responsible for hiring, training and evaluating clinicians. Prior to her time at PPMHV, Mimi was a registered nurse at Sharon Hospital. She received a bachelor's degree in women's health from SUNY Empire State College and an associate's degree in nursing from Dutchess Community College.

Pari Forood:

Pari Forood is the executive director of Miles of Hope Breast Cancer Foundation, a non-profit organization dedicated to raising funds for breast cancer awareness, support and programs. Prior to her role at Miles of Hope, Pari served as campaign manager for various New York State political campaigns, including Senator Steve Saland, and as the women's issues coordinator for U.S. Senate Candidate Rick Lazio. She received her bachelor's degree in political science from Vassar College and her master of public administration degree in non-profit management from Marist College. A resident of Lakeville, Conn., Pari volunteers her time to various non-profit boards of directors in both Connecticut and New York.

Richard J. Cantele, Jr.:

Richard (Rick) J. Cantele, Jr. is President and Chief Executive Officer of Salisbury Bank and Trust Company. Rick has worked at Salisbury Bank and Trust in positions of progressively increasing responsibility since 1981. In addition to his professional responsibilities, Rick volunteers his time for more than ten local community organizations, including the Berkshire Taconic Community Foundation. A resident of Salisbury, Conn., Rick received his bachelor's degree in finance with a minor in management from Fairfield University.

Susan C. Iovino, DNP, RN

Susan C. Iovino is the director of medicine/surgery and critical care at Jamaica Hospital Medical Center. A lifelong nursing and healthcare professional, Susan is now responsible for all inpatient medical, surgical and critical care units at the Queens, NY Level I trauma center. In addition to her clinical duties, she serves as an adjunct professor of nursing and informatics at Sacred Heart University. Susan received a doctorate in nursing practice from Oakland University, a Master of Science in nursing from Western Connecticut State University, and a bachelor of science in nursing from Adelphi University. In addition, the Kent resident completed the Wharton Nurse Executive Fellowship at the Wharton School of Business at the University of Pennsylvania.

Denise George, RN, Interim President, Sharon Hospital, Ex-Officio

Denise George is responsible for all operations at Northern Dutchess Hospital and Sharon Hospital. She joined Northern Dutchess Hospital in 1999 and has more than 20 years of healthcare management experience. In 2019, she was named interim president of Sharon Hospital in Sharon, Conn. She also served as senior vice president of Health Quest. Ms. George began her career at Northern Dutchess Hospital as vice president of clinical services and chief nursing officer. Prior to joining Northern Dutchess Hospital, Ms. George was the Hudson Valley region's operations and quality manager at Kaiser Permanente, a large U.S. healthcare system. Ms. George earned her bachelor's degree from Hunter College in Manhattan, NY, and her Master of Public Administration from New York University.

** Denise George replaces Peter Cordeau as Interim President and ex-officio board member*

Hospital Service Plan Update

On an annual basis, Health Quest and/or Sharon Hospital shall submit an updated plan demonstrating how health care services will be and are being provided by Sharon for the first three years following the Transfer Agreement, including any consolidation, reduction, or elimination of existing services or introduction of new services (the "Services Plan"). The Services Plan will be provided in a format consistent with that provided by Health Quest to OHCA in its response to Question 2 in the Second Completeness letter, dated Feb. 21, 2017. Health Quest and/or Sharon shall annually attest that there has been no change in the plan provided on February 21, 2017 or, if services have or are planned to change from the February 21, 2017 submission, Health Quest and/or Sharon shall specify all changes, any consolidation, reduction, or elimination of existing services or introduction of new services.

Updated Hospital Service Plan

TABLE 2 – SHARON HOSPITAL SERVICE PLAN FOR FIRST THREE FISCAL YEARS

Service Category	# of Available Inpatient Beds	Address of Service	Hours of Operation for o/p services	Consolidating	Reducing	Eliminating	Expanding	Adding New Service
Inpatient (list existing & planned)								
Med/Surg (Including Hospice & Pediatrics)	28 (staffed)	50 Hospital Hill Road Sharon, CT 06069	24/7					
ICU	9	50 Hospital Hill Road Sharon, CT 06069	24/7					
Obstetrics	6	50 Hospital Hill Road Sharon, CT 06069	24/7					
Geripsychiatry	12	50 Hospital Hill Road Sharon, CT 06069	24/7				X ³	
Rehabilitation	0	N/A	N/A					
Bassinets	16	50 Hospital Hill Road Sharon, CT 06069	24/7					

³ Construction is almost complete to add 5 additional beds, a total of 17 licensed beds will be available by late 2019. One (1) Nurse Practitioner added in 2019.

Service Category	# of Available Inpatient Beds	Address of Service	Hours of Operation for o/p services	Consolidating	Reducing	Eliminating	Expanding	Adding New Service	
Outpatient (list existing & planned)									
OB/GYN		120 Park Lane, Suite A202 New Milford, CT 06776	M-F, 9 a.m. – 5 p.m.						
		50 Amenia Road Sharon, CT 06069	M-F, 8:30 a.m. – 5 p.m.	<div style="border: 1px solid black; padding: 5px;"> There are no employed HQMP physician at these locations. These are community physician offices providing care to the Sharon community. </div>					
		76 Church Street Canaan, CT 06018	F, 1:30 p.m. – 4:15 p.m.						
		115 Spencer Street Winsted, CT 06098	Thurs., 9 a.m. – 5 p.m.						
Medical Oncology		N/A	N/A					X ⁵	
Chemotherapy		N/A	N/A					X ⁶	
Diagnostic Imaging ⁷		50 Hospital Hill Road Sharon, CT 06069	24/7						
Magnetic Resonance Imaging (MRI)		50 Hospital Hill Road Sharon, CT 06069	M, W, F. 8 a.m. – 4 p.m.; T, W, Th 8 a.m. to 6 p.m.						

⁴ This was a professional service agreement that was not assigned at time of closing in August 2017.

⁵ Sharon has not added this service in year two

⁶ Sharon has not added this service in year two

⁷ Services provided at 50 Hospital Hill Road, 24/7 are both inpatient and outpatient services.

Service Category	# of Available Inpatient Beds	Address of Service	Hours of Operation for o/p services	Consolidating	Reducing	Eliminating	Expanding	Adding New Service
Computed Tomography (CT)		50 Hospital Hill Road Sharon, CT 06069	24/7					
Pediatrics		64 Maple Street Kent, CT 06757	M. – F., 8 a.m. – 4:30 p.m.					
Pimary Care		64 Maple Street Kent, CT 06757	M. – F., 8 a.m. – 4:30 p.m.				X ⁸	
Primary Care contd.		29 Hospital Hill Road Sharon, CT 06069	M., W. – F., 8 a.m. – 6 p.m.; Tue. 8 a.m. – 5 p.m.					
Rehabilitation		50 Hospital Hill Road Sharon, CT 06069	M. – F., 8 a.m. – 5 p.m.					
General Surgery/ Orthopedic Surgery		50 Hospital Hill Road Sharon, CT 06069	M. – F., 8 a.m. – 5 p.m.				X ⁹	
Emergency Department		50 Hospital Hill Road Sharon, CT 06069	24/7					
Lithotripsy		50 Hospital Hill Road Sharon, CT 06069	24/7					

⁸ Sharon has added (1) family practice physician to its primary care locations in and around Sharon.

⁹ Sharon has added one (1) FT general surgeon (Nov. 2019 start) and is in discussion with one (1) additional FT general surgeon and one (1) per diem general surgeon.

Service Category	# of Available Inpatient Beds	Address of Service	Hours of Operation for o/p services	Consolidating	Reducing	Eliminating	Expanding	Adding New Service
Laboratory		50 Hospital Hill Road Sharon, CT 06069	24/7					
Hospitalist		50 Hospital Hill Road Sharon, CT 06069	24/7				X ¹⁰	
Urology		120 Park Lane, Suite A202 New Milford, CT 06776	M-F, 9 a.m. – 5 p.m.					
		17 Hospital Hill Road Sharon, CT 06069	M-F, 9 a.m. – 5 p.m.					
New Services								
Pain Management		50 Hospital Hill Road Sharon, CT 06069	Friday, 8 a.m. – 5 p.m.				X ¹¹	

¹⁰ One (1) hospitalist added in August 2019

¹¹ Two (2) Nurse Practitioners added in 2019

Second Year Accomplishments

Sharon continues to make great strides improving the clinical abilities of the hospital through added and enhanced services.

1. *Top-Decile Quality:* In February of 2019, Sharon was one of nine hospitals in Connecticut to receive a four-star (out of 5 stars) for Overall Hospital Quality from the Centers for Medicare and Medicaid Services (CMS). CMS looked at patient experience, reducing readmissions and overall safety. Sharon was also one of four hospitals in the state to earn an “A” in the spring Leapfrog Safety Grades. The Leapfrog “A” grade was based on performance in preventing medical errors, injuries, accidents, infections and other harm to patients.
2. *Cardiology Services:* Consistent with the desire to decentralize care to the hospital and meet our goal of increasing the number of patients that are cared for at Sharon (and not transferred), the cardiology division was supported with the addition of a sixth physician in 2019, Dr. Mark Harrison. Since the acquisition, cardiac admissions to Sharon Hospital have increased by 20%. Conversely, transfers of cardiac patients to other facilities (including other HQ hospitals) have dropped by also 20%. While our admissions to Sharon have come down due to a decline in ED volume, our cardiac admissions have remained steady relative to our total volume at ~10.5%.
3. *Emergency Medicine:* Sharon has partnered with a nationwide emergency medicine physician services company to ensure that high-quality, board certified physicians are available in the community. This continues to ensure that our providers take all insurances and out-of-network co-payments are minimized. Virtually all patients presenting to Sharon’s emergency department are in-network for benefits and therefore are responsible for a fraction of the out-of-pocket expenses that they had prior to Health Quest acquiring Sharon. This will allow more patients to access emergency services within the community.
4. *Capital Investments:* Sharon invested a total of \$5.1M in capital improvements over the past 12 months of which \$3.9M was for clinical upgrades and/or expansion of services and \$1.2M was for building and IT improvements. Noteworthy expenditures were \$3.4M to expand Senior Behavioral Health and \$300K in security and safety enhancements. Other key areas of capital investment were radiology and the OR.
5. *Outpatient Growth:* We have seen tremendous growth in many outpatient services. Outpatient cardiology services have increased 25% due to changes made to increase provider capacity and the addition of nurse practitioner, Patricia Dione. Our Wound Care Center (including the hyperbaric service) has seen visits increase 20% year-over-year, due to the hiring of a new provider, Dr. Tocco. Our radiology volume which, despite lower ED volumes, has seen steady growth of approximately 5%. Lastly, our therapy services (PT, OT and Speech) all remain robust, growing 15% with the recruitment of new staff.
6. *Pain Management Services:* This is a new service offering at Sharon, which provides alternative and effective pain management for patients and a referral mechanism for primary care physicians who see patients experiencing chronic pain. Dr. Elvis Rema of North American Partners in Anesthesia started practicing at Sharon in 2018 and immediately had a full patient panel. In 2019, two additional nurse practitioners joined the practice. This new service provides a resource patients can utilize when they suffer from chronic pain and are looking for relief.

7. *Primary Care:* Kent Primary Care welcomes Catalina Niculae, MD in August 2019. We are currently in discussions to recruit one additional primary care provider to the region in order to facilitate greater access to physicians in the community.
8. *Senior Behavioral Services Expansion:* The senior behavioral inpatient unit is expanding from 12 beds to 17 beds with the addition of five single-occupancy rooms in September 2019. With this \$3.4M capital investment in a unit with a steady and high census, Sharon is proving its dedication to patients who require these specialized mental health services. As one of only 28 inpatient psychiatric facilities in the State of Connecticut, our investment in the expansion and enhancement of mental health services is a necessity for this vulnerable patient population. Additionally, Sharon Hospital has added an additional senior behavioral health nurse practitioner to the care team.
9. *Remote Monitoring:* In 2017, we launched our Electronic Sitter program, a new technology that allows us to monitor patient rooms remotely, from Sharon, for potential fall victims. This program was piloted at Vassar Brothers Medical Center and showed significant success in dramatically improving use of appropriate resources and decreasing the number of unassisted falls. In July 2019, the Electronic Sitter program was expanded at Northern Dutchess Hospital and Putnam Hospital Center. Sharon is poised to become the system hub for video monitoring by the end of 2019, expanding to Danbury and Norwalk Hospital. This expansion brings additional jobs to Sharon Hospital.