

COVID-19: Interrupter and accelerator of integration, culture and community

Learning Objectives:

- 1) Identify a critical pathway to the successful acquisition and integration of an acute care hospital in a steady state and in crisis
- 2) Discuss key clinical quality interventions needed during various phases of a hospital integration
- 3) Apply leadership concepts to address rapid change management while building an engaged and highly reliable culture

Background:

Milford Hospital, an independent 106-bed acute care community hospital, was failing financially and losing the confidence of its community, staff, and providers. Bridgeport Hospital, an affiliate of Yale New Haven Health System (YNHHS) located 8.5 miles away, was consistently challenged by capacity limitations. In 2019, YNHHS acquired Milford Hospital, and made it a second campus of Bridgeport Hospital.



- Financial distress
- Aging infrastructure, equipment and technology
- Loss of physician confidence and engagement
- Limited local access to specialty care
- Waning employee morale

- Inpatient capacity constraints
- No location to grow Orthopedic program
- Potential loss of community hospital referral source
- Identified community need for age-friendly care
- Need more convenient location for Upper Fairfield residents

YaleNewHavenHealth
Bridgeport Hospital

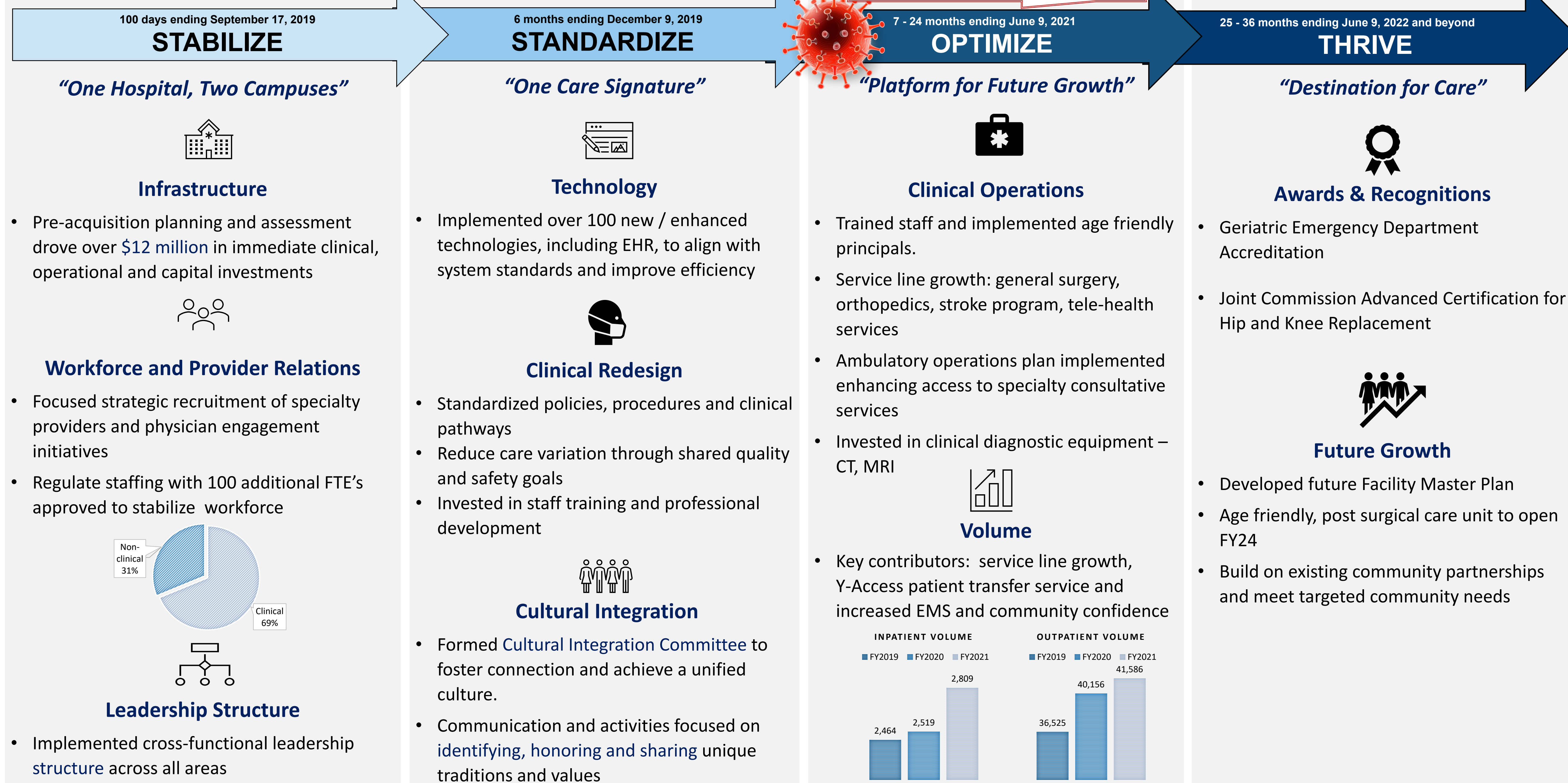
Problem / Issue:

- Successful integration would be contingent upon proper planning and execution of an integration strategy, rapid change management and the ability to merge the cultures and goals of each hospital and health system.
- A global pandemic unfolded 9 months into the integration, challenging resources and operations and threatening the pathway to success

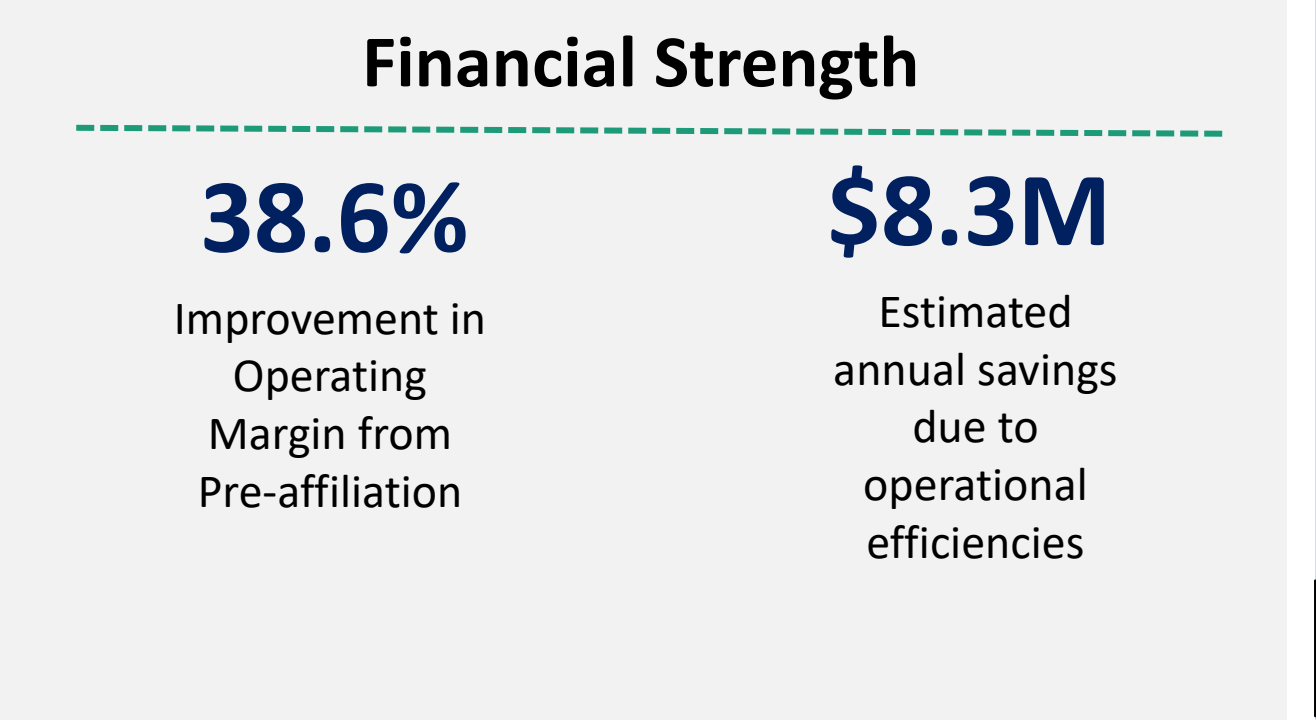
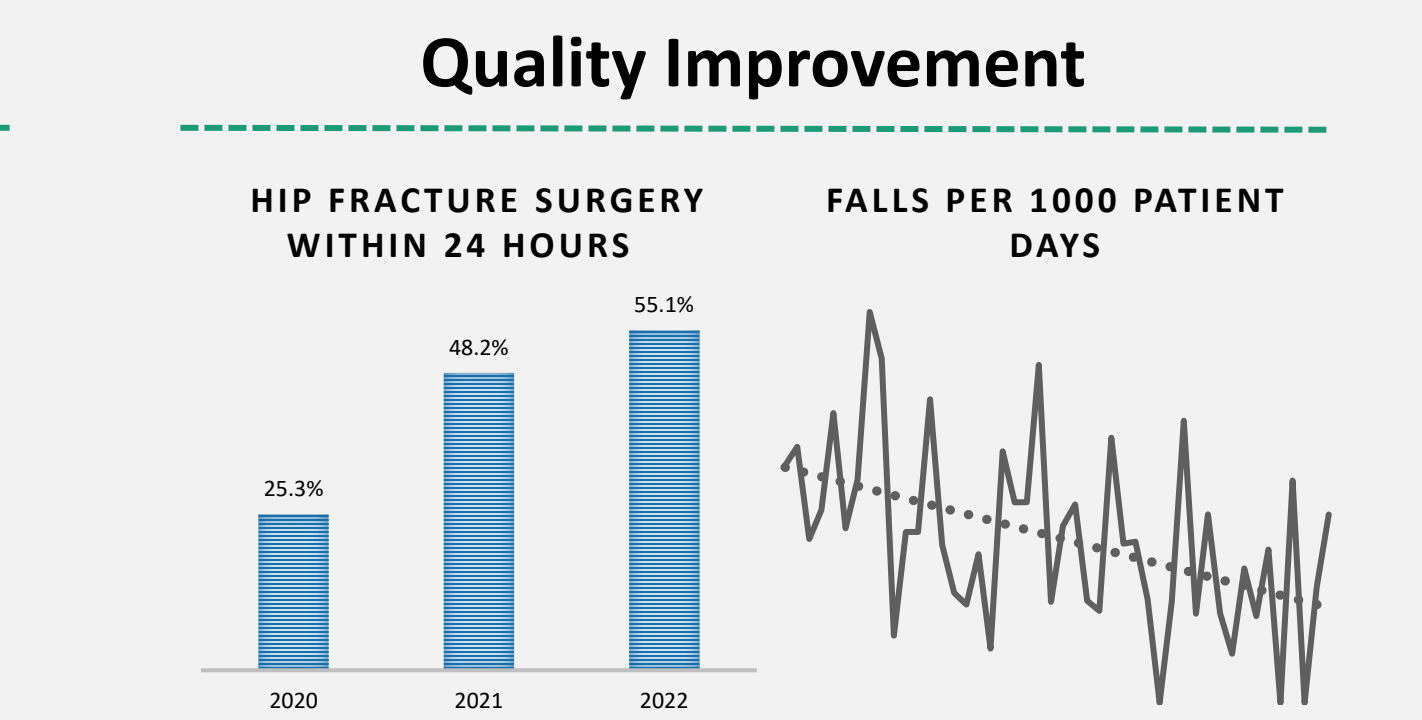
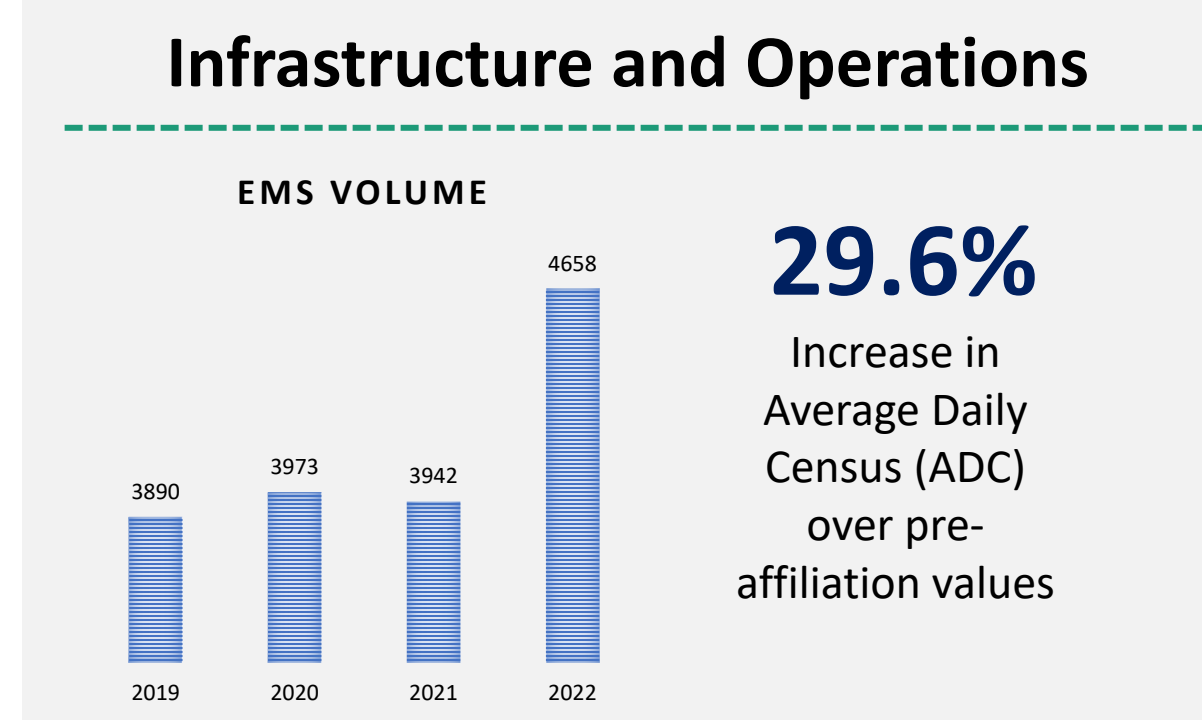
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Integration Methodology:



Outcomes:

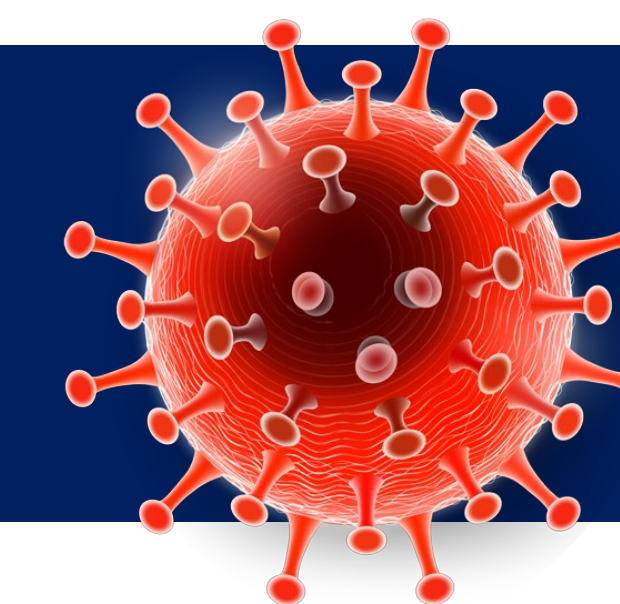


Key Takeaways:

- Pre-integration planning and analysis are critical in defining a timeline and methodology to measure success
- Aligned clinical and functional leadership structure to support vision and goals
- Implementation strategy must balance strategic vision and organizational cultures

Disclosures
No one in a position to control the content of this educational activity has relevant financial relationships with ineligible companies

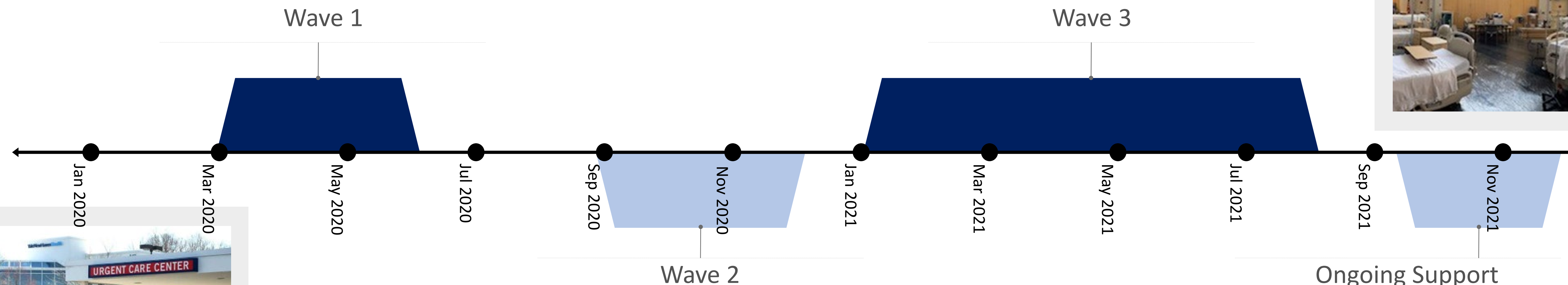
COVID-19: Interrupter and Accelerator



995 COVID Admissions, 18% Mortality

- 03/14 – First inpatient at BC
- 03/17 – BH testing site opens
- 03/24 – Milford testing site opens
- 04/19 – Peak at 226 inpatient admissions
- 05/21 – COVID Heroes bonus for all employees

- 01/27 – Community Vaccine clinic opens at Parsons Center
- Total vaccines given through 8/30/21 – 20,083
- Milford Residents vaccination by YNHHS:
 - Fully Vaccinated - 13,200
 - Partially Vaccinated - 261

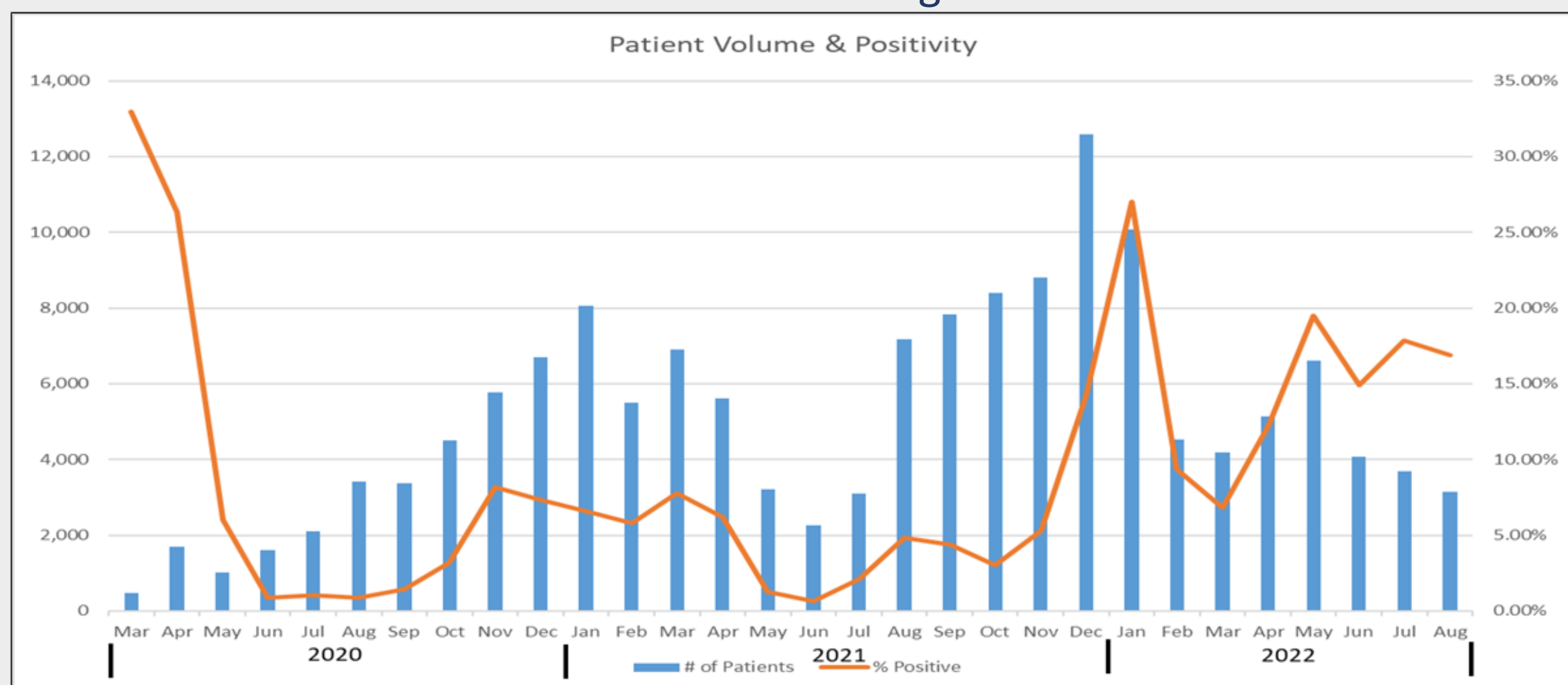


542 COVID Admissions, 10% mortality

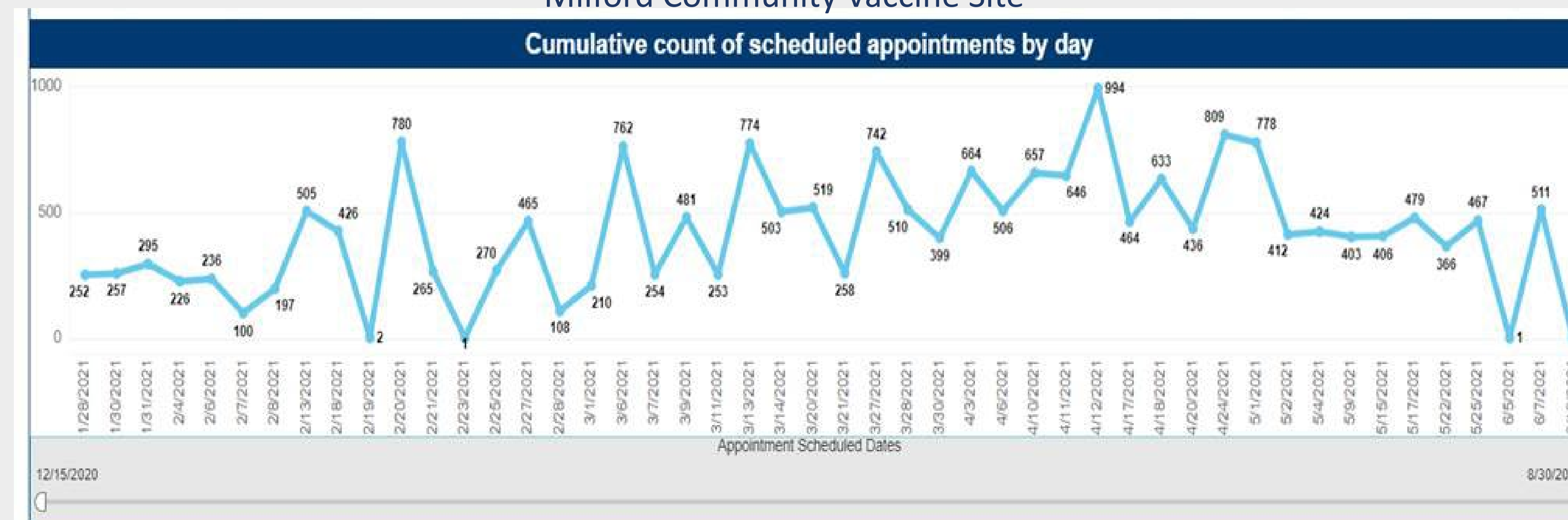
- 09/01 – MC Auditorium converted to overflow space
- Sep – Oct – Hosted COVID education / virtual community programs
- 12/01 – First doses of vaccine available to healthcare workers

- ### Ongoing Support
- Vaccine Equity Partnership Funding Program
 - MC / YNHHS Partnered with Milford Department of Health to provide 4 community vaccine clinics in underserved areas
 - December – MC began admitting COVID + patients
 - December – Activated auditorium as an overflow med / surg space / admitted patients through March 2022
 - April 2023 – Testing site deactivated. Total specimens collected: 174,758.

Milford COVID -19 Testing Site



Milford Community Vaccine Site



Community Partnership: Investment, Support, and Collaboration

Community Health Needs Assessment (CHNA)

- Identify, analyze and prioritize health needs within service area.
- Partner to Milford Health Department and Milford Department of Human Services in Community Wisdom survey, gathering resident input into priority health needs.
- Creation of 3-year Community Health Implementation Plan (CHIP) to address identified needs

Milford Food Insecurity Workgroup

- Actively involved in managing and enhancing local access to food resources.
#GiveHealthy Virtual Food Drive – 2,200 meals provided
2022 Milford Farmers Markets
- Partner with local providers to distribute 350 \$5 vouchers, for residents to use towards fresh produce purchases at the weekly Devon Farmers Market in Milford.

Community Support

- Partner to social service organizations in **back to school and Toys for Tot's drive**
- Several virtual community COVID safety and education programs
- Health and wellbeing resource: programs and forums

Investment

- Community investment and local sponsorships of community events including:
 - Oyster Festival
 - Milford Chamber of Commerce
 - Milford Arts Council

Collaboration:

- Host community conversations and programming: Youth Services, Health Department
- Milford Fire Department: Annual Physicals, Medical Oversight, Training and Education

Honoring Tradition:

- Centennial Celebration
- Hospital based community events



Certificate of Need Required Increase in Community Benefit spending at a minimum of 1% Year Over Year
Actual Increase 2019-2020: 29%
Additional year over year increase from 2020 to 2021: 15%

