Bridgeport Hospital

Healthier Together: Integration Accelerated by a Crisis

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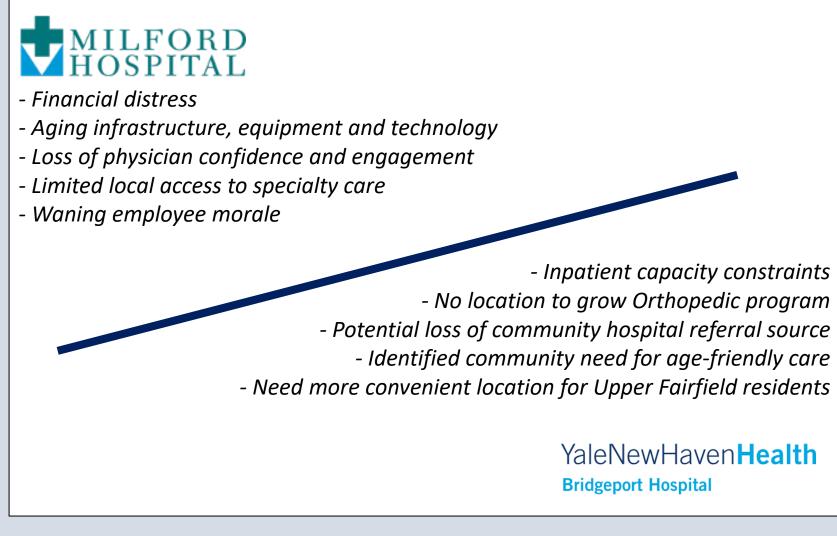
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Learning Objectives:

- 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.



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:

100 days ending September 17, 2019

STABILIZE

"One Hospital, Two Campuses"



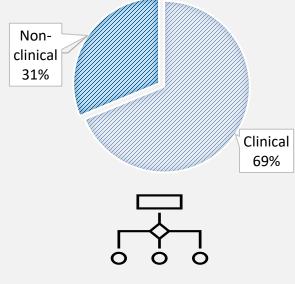
Infrastructure

 Pre-acquisition planning and assessment drove over \$12 million in immediate clinical, operational and capital investments



Workforce and Provider Relations

- Focused strategic recruitment of specialty providers and physician engagement initiatives
- Regulate staffing with 100 additional FTE's approved to stabilize workforce



Leadership Structure

Implemented cross-functional leadership structure across all areas

6 months ending December 9, 2019 **STANDARDIZE**

"One Care Signature"



Technology

 Implemented over 100 new / enhanced technologies, including EHR, to align with system standards and improve efficiency



Clinical Redesign

- Standardized policies, procedures and clinical pathways
- Reduce care variation through shared quality and safety goals
- Invested in staff training and professional development



Cultural Integration

- Formed Cultural Integration Committee to foster connection and achieve a unified culture.
- Communication and activities focused on identifying, honoring and sharing unique traditions and values

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

7 - 24 months ending June 9, 2021

OPTIMIZE

"Platform for Future Growth"

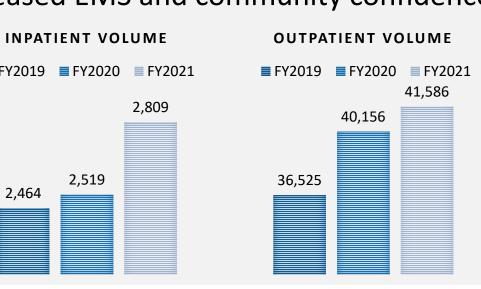


Clinical Operations

- Trained staff and implemented age friendly principals.
- Service line growth: general surgery, orthopedics, stroke program, tele-health services
- Ambulatory operations plan implemented enhancing access to specialty consultative services
- Invested in clinical diagnostic equipment –
 CT, MRI



Key contributors: service line growth,
 Y-Access patient transfer service and increased EMS and community confidence



25 - 36 months ending June 9, 2022 and beyond

THRIVE

"Destination for Care"



Awards & Recognitions

- Geriatric Emergency Department Accreditation
- Joint Commission Advanced Certification for Hip and Knee Replacement

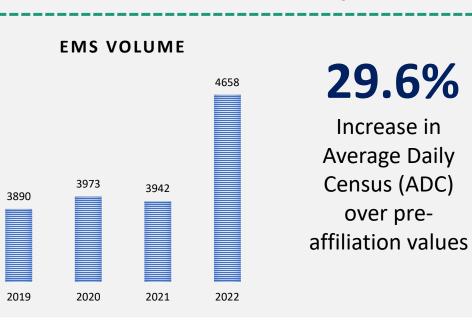


Future Growth

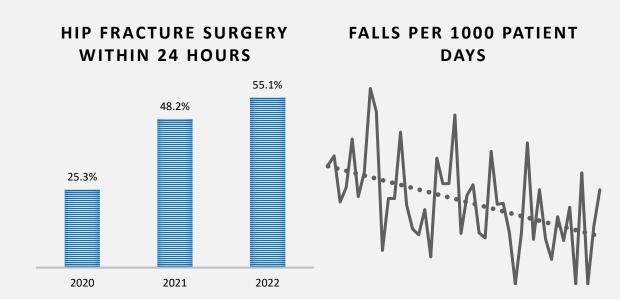
- Developed future Facility Master Plan
- Age friendly, post surgical care unit to open FY24
- Build on existing community partnerships and meet targeted community needs

Outcomes:

Infrastructure and Operations



Quality Improvement



Financial Strength

38.6%
Improvement in Operating

Improvement in Operating Margin from Pre-affiliation

\$8.3M

Estimated annual savings due to operational efficiencies

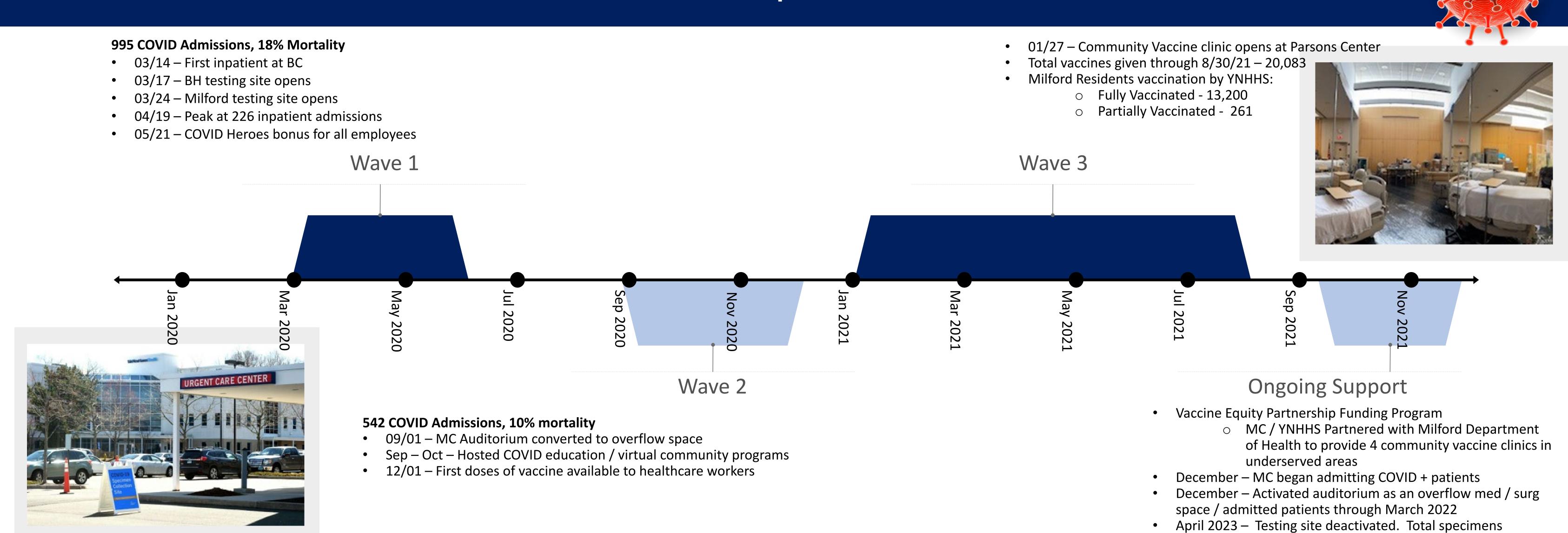
Key Takeaways:

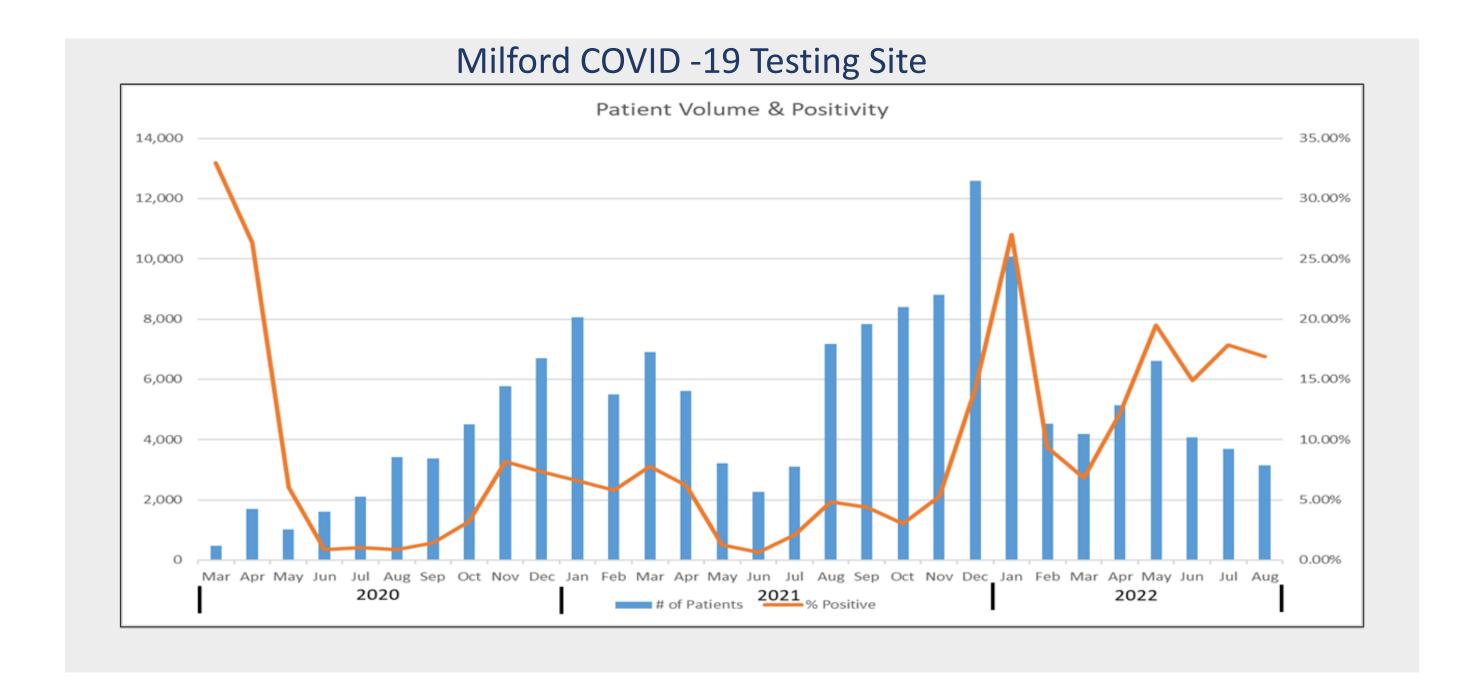
- Pre-integration planning and analysis are critical in defining a timeline and methodology to measure success
- Aligned clinical and functional leadership structure to support vision and goals
- Implementation strategy must balance strategic vision and organizational cultures

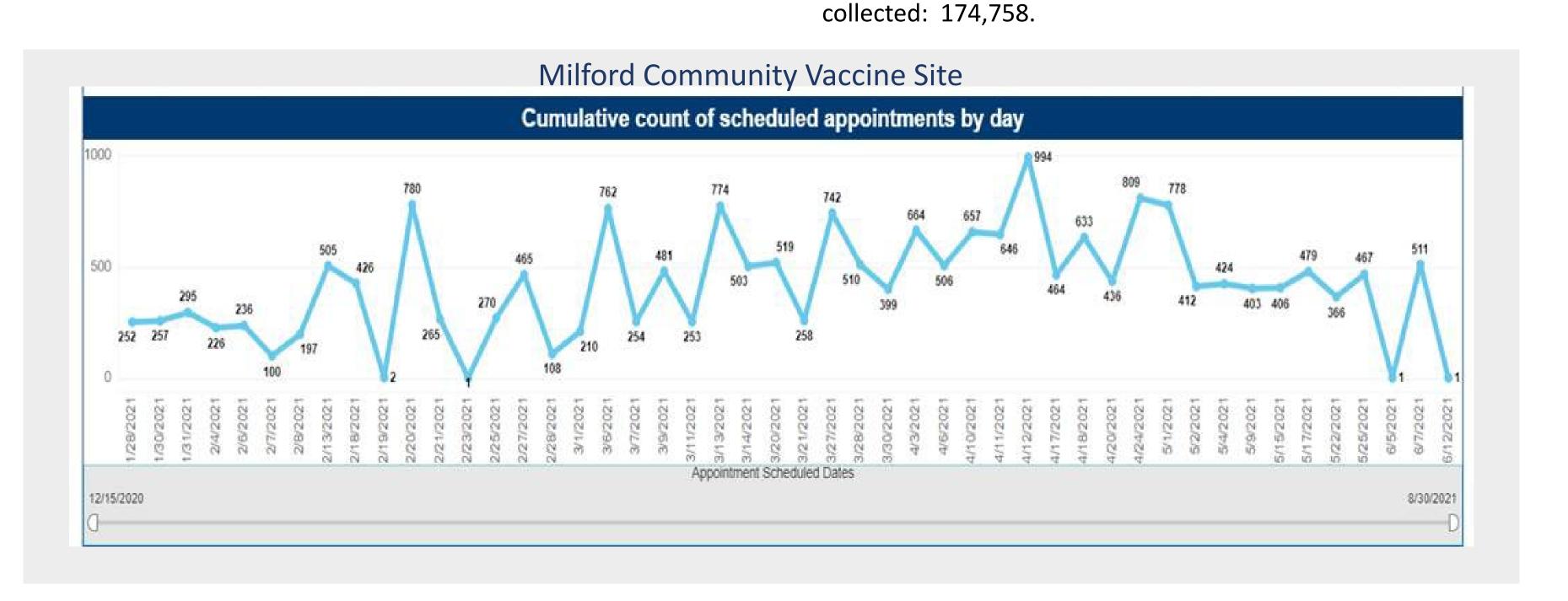
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No one in a position to control the content of this educational activity has relevant financial relationships with ineligible companies

COVID-19: Interrupter and Accelerator







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

2021 BH Community Benefit Report



\$112,101,267

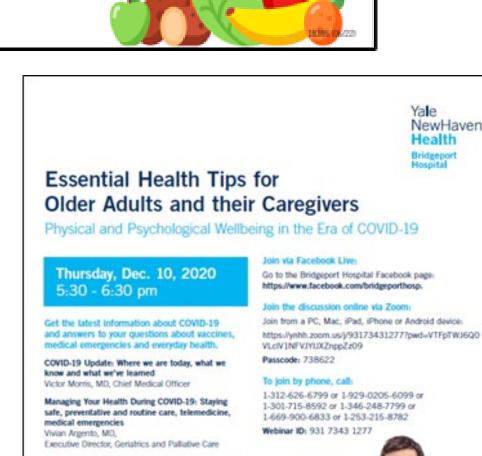
Discover five ways Bridgeport Hospital used this total dollar amount to benefit our community

- Guaranteeing Access to Care
- Building Stronger Neighborhoods
- Advancing Careers in Health Care
- Creating a Healthier Community

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%

Farm Stand Voucher 9 am - 2 pm every Sunday through October To be used for fruits The Village of Devon Farmer's Market and vegetables only Voucher redeemable for purchases Expires 10/30/22 from Country Farm II only Sponsored by: Questions? Call 203-200-3719 YaleNewHaven**Healt**h



Psychological Wellbeing and Coping Strategie

Social Work Department, Les

