South County Health Board of Trustees
A Message to the Community: 2020—A Year Like No Other
Focused on Innovative Patient Care
Erin Smith, Physician Assistant
Strong, Committed Leadership
Quality and Performance Improvement
Edgardo Espiritu, COVID-19 Survivor
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FY2020 Key Hospital Statistics
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South County Health Business Partners
2020 Awards and Accreditations

South County Health Annual Report 2020
SOUTH COUNTY HEALTH BOARD OF TRUSTEES

Effective FY2020/October 1, 2019, to September 30, 2020

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As you are likely aware, we celebrated our 100-year anniversary in 2019. We enjoyed multiple gatherings with our community to acknowledge the remarkable history of South County Health in delivering exceptional quality, service, and innovation.

Though there is much to be proud of in our history, we acknowledged with our Board of Trustees that our current trends in financial performance were unsustainable—changes would be necessary to achieve organizational sustainability for the next 100 years. We developed a comprehensive strategic plan that emphasized the development of service lines, digital transformation, improved access, and a continued focus on value-based and community health. We also agreed on a vision to be “A Model Health System,” comparing ourselves to other high-performing health systems across benchmarks for quality, patient experience, and financial performance to ensure we continued to deliver on our mission to be Rhode Island’s “Most Trusted Health Partner.”

In the first few months of 2020, we began the significant work of executing against our new strategy and creating a strong foundation on which to move forward. Then came March 1, 2020—the day Rhode Island confirmed its first two cases of COVID-19. We had been monitoring the situation and working closely with our colleagues across Rhode Island, but as with the rest of the nation, our world was profoundly impacted virtually overnight.

During the remainder of 2020 and into 2021, our organization has worked tirelessly to rise to the challenge of ably serving our community. As always, our physicians, nurses, therapists, social workers, lab personnel, infection prevention team, environmental services workers, food services workers, volunteers, board members, and senior management have put the needs of our patients first.

We are so grateful for the exceptional compassion, quality, and unwavering dedication that our frontline caregivers have given, and continues to give, to our community. We want to personally thank them for their many sacrifices—the long hours, the emotional weight, the extended shifts, and the relentless attention to caring for our community. We can confidently say that we have lived our mission through this pandemic and are a resource that is to be cherished.

We would also like to thank our community for its ongoing support. You have made signs, sent cards, posted on social media, sent food, brought coffee, and cared for our caregivers in many ways. Please know how meaningful and appreciated this support has been to our organization as we continue to weather this storm.
GROWTH and EXPANSION

As we continued to rise to the challenges of the pandemic, we were also making progress on our phased strategic plan. To accommodate our growth in surgery and advanced endoscopy, construction continued on the hospital's new state-of-the-art robotic operating room and endoscopy suite.

We were successful in expanding access to Cranston through acquisition of a high-quality primary care group—Partners in Primary Care in Cranston. We also formed a partnership with Southern New England’s premiere vascular surgery group, The Vascular Experts. These physicians join an exceptional group of doctors at South County Health, many of whom are recognized experts in their fields locally, nationally, and even globally.

South County Health is also fortunate to have a foundation in the community and a foothold as a leader in medical technologies. We are innovators. Our highly respected surgeons offer patients precision and faster recoveries using robotic-assisted technology in the diagnosis and treatment of complex medical issues. South County Hospital is home to more robotic-assisted options than any other hospital in the state.

Since 2010, South County Health’s partnership with the orthopedic surgeons of Ortho Rhode Island helped us build a global reputation for successful hip and knee surgeries using Mako SmartRobotics™. Our robotics program has expanded to include ExcelsiusGPS® for spine procedures and da Vinci Xi for urological, colorectal, gynecological, and general surgeries.

While we continue to improve our capabilities to provide exceptional patient care and successful outcomes, we learned through extensive market research that our solid reputation and highly skilled medical staff have tremendous opportunities to broaden our reach and recognition well beyond our traditional areas of service. As the quality leader in Rhode Island, a broadened geography for our service lines not only improves access to quality care in the state, but also enhances our sustainability as an organization. All of this is reflected in South County Health’s reputation for excellence. In fiscal year 2020, South County Hospital again “earned 5-Star ratings from the Centers for Medicare and Medicaid Services (CMS) in Hospital Quality and Patient Experience.” We are the only hospital in Rhode Island to have earned the double five stars, having received it in 2020, 2019, and 2017.

FINANCIAL FORTITUDE

Our values of integrity, caring, respect, and excellence have certainly been demonstrated during the pandemic. In collaboration with our Board of Trustees, we have added the value of “partnership” to better represent our relationship with other like-minded individuals and organizations. We have also added “stewardship” to reflect the focus that will help us achieve financial sustainability and affordability as an organization.

Despite the challenges that COVID-19 presented, South County Health, proved as an organization that with a focused strategy, sound operational decision making, a dedicated staff, and supportive community, success is never out of reach.

We are pleased to inform the community that South County Health finished the fiscal year on a positive note with a modestly positive operating margin.

Our plan for expansion and improvement will continue in FY2021 with a goal of offering high-quality health and medical services to a wider population, with mutually beneficial partnerships that seek to support our mission and accelerate achievement of our vision. We look forward to sharing some very exciting strategic initiatives in the months to come. Until then, we thank you for your unwavering support and look forward to brighter days ahead!
Across the South County Health system—South County Hospital, South County Medical Group, South County Home Health, and South County Surgical Supply—we provide a continuum of care through each stage of life. Our investment in some of the most advanced medical technologies available has defined South County Health as a leader in robotic-assisted surgical specialties and positive patient outcomes.

Members of South County Health’s Medical Staff have the credentials, experience, and medical expertise healthcare consumers demand. Many are actively engaged in scientific medical research and academic pursuits that advances their practice of medicine and improves the level of patient care they provide.

Their research and publications can be found in the most respected medical journals, and many are called on for their expertise to teach advanced medical courses and surgical techniques to fellow surgeons and the next generation of medical professionals.

In FY2020, South County Health’s Board of Trustees approved 51 additional providers to our esteemed Medical Staff in a variety of disciplines across the healthcare spectrum. Through this network, nearly 400 medical professionals with expertise in unique and specialized fields are readily accessible for consultation or patient referral whenever necessary.

We are the only hospital in the Northeast and one of only 19 hospitals across the country to have received “5-Star Rated” awards from the Centers for Medicare and Medicaid in both Hospital Quality and Patient Experience.

Focused on Innovative Patient Care

To achieve excellence in patient care, South County Health has placed some of the most advanced medical technology in the hands of highly qualified and engaged physicians and staff, where patient care is delivered in a personal, compassionate environment that enhances healing, health, and well-being.
SOUTH COUNTY MEDICAL GROUP

Among our medical staff is a network of 98 physicians and mid-level providers who are employed by South County Health. South County Medical Group is comprised of board-certified physicians and mid-level providers who create a multi-disciplinary team approach to patient care, each providing expertise on patient health and collaborating on comprehensive treatment when complex or comorbid conditions exist.

As the most trusted health partner, South County Health maintains a strategy to recruit and retain the most highly qualified medical experts to join its diverse group of providers. Among the most recent providers to join our team in FY2020 were Jordan Hebert, DO; Christopher W. Seidler, MD; Angela M. Taber, MD; and Hannah Weiner, AOCNP. Three of those providers joined James Smythe, MD, in our Cancer Care Team.

Angela M. Taber, MD, was named Medical Director of the Cancer Center, leading our multi-disciplinary team of expert physicians and highly trained staff in cancer diagnosis, treatment, and follow-up care. Dr. Taber is the only physician in Rhode Island who is board certified in both oncology and palliative care and has been chosen by her peers as a Rhode Island Monthly “Top Doc” in hematology/oncology for the past two years.

Christopher W. Seidler, MD, is board certified in internal medicine, oncology, hematology, and certified by the National Board of Medical Examiners. Hannah Weiner is an advanced oncology certified nurse practitioner (AOCNP) who practices with the hematology/oncology team.

Jordan Hebert, DO, is a board-certified surgeon with expertise in complex hernia repair and bariatric surgery. He joined South County Surgery, where he and Joseph Brady, MD, perform less-invasive surgical procedures using da Vinci Xi, the most advanced generation of robotic-assisted technology of its kind.

ADVANCING ROBOTIC TECHNOLOGY: MAKO 4.0

In February 2020, South County Hospital, with orthopedic surgeon Robert Marchand, MD, of Ortho Rhode Island, was selected as the second hospital globally to participate in a Limited Market Release of Stryker’s most advanced technology for the Mako Total Hip SmartRobotics system.

Mako Total Hip 4.0 uses CT-based 3D modeling, which enhances the direct anterior approach (DAA) in total hip replacement. This allows surgeons to know more about the patient’s anatomy in procedures where the field of vision may be obscured.

Using preoperative images, the surgeon can take more precise measurements of a patient’s unique pelvic tilt in the sitting, standing, and supine positions. The virtual range of motion feature allows the surgeon to visualize potential...
impingement and make adjustments to the plan before the surgery. With this additional information and haptic technology, the surgeon is able to ream and accurately implant the cup to plan, preserving more of the healthy bone and decreasing blood loss during surgery.

**By the end of 2020, Dr. Marchand performed a total of 409 Mako Total Hips procedures, 332 of which were performed using the Mako Total Hip 4.0 software. Twenty-four of the patients had both hips replaced at the same time.**

Based on the success using the technology, South County Hospital has been selected to participate in a multi-center research study that will measure the improved accuracy in implant placement and outcomes associated to the new planning features.

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**According to Hospital Compare (reported July 2020),**

**South County Hospital has the lowest complication rates of all Rhode Island hospitals for hip and knee replacement surgery and is also well-below the national average.**

<table>
<thead>
<tr>
<th>National Average Complication Rate</th>
<th>2.4%</th>
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<tbody>
<tr>
<td>South County Hospital</td>
<td>1.5%</td>
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Initially, Erin and her husband, Christopher, simply stayed home and enjoyed time with their new baby. However, as her maternity leave came to a close, Erin knew she could be exposed to COVID-19 as a frontline employee.

“It was definitely scary,” Erin said. “I was super diligent about masking at work and showering as soon as I got home before caring for my baby.” However, Erin says both she and her husband were grateful to both have employment. “It is what you make it,” she remarks. “We counted ourselves fortunate.”

Erin says she focused on patient needs and stayed flexible as South County Health adopted new ways of treating patients—through telehealth visits or swabbing patients for COVID-19 in their cars. She also recognized the need to care for patients who didn’t have COVID-19 but still needed medical care. She says her mantra became, “Be safe, be smart, give patients what they need.”

Her husband, Christopher, couldn’t be prouder. Earlier this year, he posted on Facebook: “These times have definitely been cruel and they have been amazing. Since the day Seamus was born, he has been 100% breastfed. Erin, rocking the frontlines at South County’s Express Care as an exceptional PA and medical provider, still has time outside her 50+ hour workweek to nurse and pump for our son. She is our hero!”

Erin lost her father in early 2021. Yet her dedication to her work and her family continues.

Christopher says, “Seamus Brody and I are so lucky to have you. You are such an amazing mommy. Your father could not be prouder as he raises a glass to you in heaven!”

Erin’s story is one of many. Visit annualreport.southcountyhealth.org to read other examples of extraordinary caregivers.
The success of South County Health relies on the experience, vision, and commitment of its leadership. In FY2020, the Executive Leadership Team welcomed two esteemed colleagues, Anitra L. Galmore, RN, MS, BSN, NEA-BC, and Aaron Hattaway, MD, MBA.

In their roles as Vice President, Chief Nursing Officer/Chief Operations Officer; and Chief Medical Officer, Vice President of South County Medical Group, respectively, each has contributed greatly to the clinical and operational performance and future success of this organization.

Despite the challenges faced over the last 12 months, South County Health’s leadership, management, and staff remained focused on providing exceptional patient care while aligning our capabilities and our vision to ensure continued success through performance improvement, service line growth, and strategic partnerships.

By expanding South County Health’s reach and resources, we are confident that our high-quality care and personalized, attentive service will always be a patient’s first choice in healthcare.
AT A GLANCE

LOCATIONS
- East Providence
- Cranston
- East Greenwich
- Newport
- Wakefield
- Westerly

SOUTH COUNTY MEDICAL GROUP
- 98 total providers
- 57 physicians
- 41 mid-level providers

12 PRACTICES
- Cardiology
- Center for Women’s Health (Obstetrics and Gynecology)
- Express Care
- General Surgery
- Hospitalists
- Infectious Disease Clinic
- Nephrology and Hypertension
- Oncology/Hematology
- Primary Care/Family Medicine
- Primary Care/Internal Medicine
- Urology
- Wound Care

SOUTH COUNTY HEALTH MEDICAL STAFF
- 399 physicians and mid-level providers
2020: THE YEAR OF THE NURSE

With frontline workers recognized as heroes for their selfless acts of care and kindness throughout the COVID-19 pandemic, it is fitting that 2020 was named “The Year of the Nurse.”

Nurses are an essential, core component of patient care. Among their lengthy list of responsibilities and expectations, our nurses provided direct and indirect care to patients in the combined 450,000 visits to our Emergency and Express Care departments and inpatient and outpatient surgeries, as well as outpatient and physician office visits during the last fiscal year.

Faced with a global community health crisis, our nurses demonstrated their commitment to our patients, their expertise in the administration of curative therapies, and the resilience to practice their profession faithfully and protect each patient’s safety.

STAFF EXCELLENCE

DAISY Awards

Three of our nurses were recognized as DAISY Award recipients: Brittney Averill, RN; Carolyn Baxter, RN; and
Jennifer Varras, RN. This award is given to nurses who exhibit exemplary care and compassion toward their patients, as nominated by patients, visitors, or colleagues.

In June 2020, these nurses were joined by colleagues, patients, family, and friends in a socially distanced ceremony. Each received their award plaque and the prestigious statuette, “The Healer’s Touch,” that symbolizes the characteristics one must possess to be considered for this recognition.

**Nurse Residency Program (NRP)**

In an effort to recruit and retain the most qualified, highly skilled nurses, South County Health introduced a Nurse Residency Program (NRP) in June 2020. The first cohort of the Nurse Residency Program included six recent graduates who received their Bachelor of Science in nursing (BSN) and were assigned to the Intensive Care Unit, Emergency Department, Orthopedics, Telemetry, and Medical/Surgical Unit.

With successful completion of the preceptor phase of the program, the nurses engaged in monthly educational sessions to expand their knowledge and skill sets. Now in the last phase of the year-long program, each participant is working with the nurse facilitator on a special project that builds on their professional advancement in researching for evidence-based data that will improve a process in their respective units or identify to their leader how this project can make a difference in the nursing practice.

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**EXCELLENCE IN PATIENT CARE**

**Targeting Zero Hospital-Acquired Infections (HAIs)**

Among the successful initiatives in South County Health’s continuous effort to improve patient care and safety was to sustain “zero” *Clostridioides difficile* (C. diff) infections.

In 2017, recognizing that Rhode Island ranked as having the highest C. diff rates in the United States, South County Health began to focus on the issues and drivers that created this condition. After a two-year, multidisciplinary team effort, the group identified conditions that contributed to the C. diff rate and developed a process to lessen the occurrence of this hospital-acquired infection (HAI).

Through collaboration, diligence, and the implementation of this newly developed process, South County Health realized sustainability in lowering HAIs to zero for a 16-month period. **South County Health is the first healthcare system in Rhode Island to achieve this milestone.**

An article authored by South County Health’s Infection Prevention Team, Lee Ann Quinn, BS, RN, CIC; Stephanie Parente, MSN, RN, CIC; and Mary Ellen Casey, MSN, RN, MED, CIC, was published in the Summer 2020 edition of *Prevention Strategist*. Entitled, “Improving hospital-onset C. diff rates: Lessons from one organization’s journey to success,” the article describes the research and results of the team’s journey to affect a zero hospital-acquired C. diff environment at South County Hospital.
FIVE STARS FOR HOSPITAL QUALITY AND PATIENT EXPERIENCE

Ours is a continuous pursuit to improve the quality of care we provide to our patients and the experience they receive when they come through our doors.

Although we are confident that our “patient-first” philosophy lends itself to achieving the goals we set for ourselves, it is the objective third-party assessments, using quantifiable data that compares South County Health to other healthcare systems across the country, that assures us of our success.

The Centers for Medicare and Medicaid Services analyzes data from hospitals across the country, assigning each a star rating that enables healthcare consumers to easily identify top-ranked hospitals.

South County Hospital is the only hospital in Rhode Island and one of only 19 hospitals in the U.S. to receive a five-star rating in two categories—Hospital Quality and Patient Experience—earning that distinction in 2017, 2019, and 2020.

Among the quality measures, CMS reported that South County Hospital scored above the national average in:

- Safety of Care
- Low Readmission Rates
- Patient Experience

An important component to patient care and recovery is the follow-up treatment they receive when discharged to their homes. Our team of visiting nurses and therapists continue the exceptional care beyond the hospital setting.

The Centers for Medicare and Medicaid Services also recognized South County Home Health as a high-quality provider, awarding the agency “5-Star Rated” for Patient Experience.

PRESS GANEY AWARDS FOR INPATIENT CARE

South County Health was recognized with the Guardian of Excellence and Pinnacle of Excellence awards from Press Ganey for excellence in inpatient care experience. These awards honor healthcare facilities that consistently rank in the top 5% for patient experience.

South County Health received The Guardian of Excellence award for reaching the 95th percentile in patient feedback surveys that capture their experiences related to communication, wait times, respect and courtesy, patient privacy, and pain control.

The Pinnacle of Excellence Award recognizes South County Health as a top-performing organization based on extraordinary achievement and consistently high levels of excellence over a three-year period. This is the third time South County Health has received this honor.
These awards illustrate our focus to deliver high-quality care and an exceptional experience while patients are in our care. By listening to patient concerns and compliments and obtaining solicited feedback through surveys, post-discharge visits, and phone calls, we are able to gain a patient’s perspective and then work with departments across the system to support any changes that will improve a patient’s experience.

WOUND CARE CENTER EARNS AWARDS FOR EXCELLENCE

In June 2020, the South County Health Wound Care Center received two awards in recognition of its extraordinary performance in exceeding expectations on key clinical performance indicators.

Healogics, the nation’s leading provider of advanced wound care, presented the 2020 Center of Distinction Award and the Robert A. Warriner Center of Excellence Award.

In addition to measurable success in key clinical performance indicators, the Wound Care Center maintained patient satisfaction scores greater than or equal to 92%; reported a healing rate greater than or equal to 91%; and consistently and successfully heal patients’ wounds in less than or equal to 30 days on average.

99.2% Staff Flu Shots

97% Inpatient Hand Hygiene Compliance

90% Outpatient
PHARMACY

Quality and Patient Safety

The Pharmacy Department upgraded its 45 Pyxis MedStation dispensing machines and software across the hospital system. The automated dispensing system supports decentralized medication management, using barcode scanning to help ensure accurate medication delivery. Active alerts offer an added safety precaution when dispensing high-risk medications. This technology supports safe and efficient medication management.

Education and Training Resource

The Pharmacy Department continued its Post Graduate Year One Pharmacy Residency Program (PGY1) where residents work closely with specialized pharmacy preceptors who mentor and train future pharmacist practitioners. Enhancements to the post-graduate educational opportunities were added with the on-boarding of a University of Rhode Island College of Pharmacy faculty to oversee Advanced Pharmacy Practice Experiential Education.

COVID-19 Medication and Vaccine

The Pharmacy Department was instrumental in treating COVID-19 patients throughout the pandemic, performing supply chain management of medications such as Remdesivir, an antiviral medication approved by FDA to treat COVID-19, and COVID-19 vaccines.

In coordination with the Infection Prevention team, vaccination clinics were held for South County Health staff, healthcare workers in the surrounding communities, and for the public, under the guidelines of the Rhode Island Department of Health.

Antimicrobial Stewardship (ABS)

South County Health’s Pharmacy Department continues to monitor and minimize the use of antibiotics, voluntarily reporting all of its antimicrobial use to the Centers for Disease Control on a monthly basis. Among its successes:

- We received exceptional Joint Commission survey report with regard to our Antimicrobial Stewardship program and zero medication-related findings.
- In FY2020, we initiated pharmacist involvement in the Emergency Department variance process, where a pharmacist reviews outpatient culture results and associated antibiotic prescriptions for appropriateness.
- Our inpatient antibiotic use is tracked on a monthly basis and was consistently at or below expected use throughout FY2020.

PERFORMANCE IMPROVEMENT

Visual Management

One of South County Health’s key strategic initiatives is to become a high-performing health system and consistently...
achieve the top decile of performance nationally, in the areas of safety, quality, patient experience, and efficiency.

To help facilitate the transformation, a continuous improvement tool was deployed as part of a daily visual management system.

The overall concept of daily visual management is 1) to give staff a daily update on their current performance; 2) identify gaps in performance compared to top decile goals; 3) empower staff to continuously improve; and 4) ensure leadership is accountable for reinforcing standard daily work aimed at closing identified gaps in performance.

In May 2020, Telemetry was the first unit to go live with the daily visual management system. Shortly after, the Operating Room, Emergency Department, Laboratory, Post-Acute Care Unit (PACU), Orthopedics, Central Sterile, Medical/Surgical Unit, Cancer Center and Home Health followed.

The daily visual management system supports leaders in making demonstrable improvements within their respective departments. It will continue to be deployed during FY2021, with the focus shifting from hospital-based departments to South County Medical Group and off-site ancillary departments.

**High-Reliability Organization (HRO)**

South County Health continues its journey to become a High-reliability organization (HRO) with the long-term goal of zero preventable harm to patients. By definition, an HRO is an organization that operates in a complex and high-risk environment while consistently delivering an exceptionally safe and high-quality level of care and service.

By implementing practices that are consistent with our goals to become a High-reliability organization, South County Health has achieved a 79% reduction in serious safety events, and the time between serious safety events has been as much as 200 days.

Quality care, patient safety, and delivering an exceptional patient experience continue to be the top priorities we are committed to.
Edgar was exposed to COVID-19 by a coworker and soon began experiencing symptoms of coughing and body aches. By the afternoon of July 27, 2020, his entire family tested positive for COVID-19 and reported to the Emergency Department at South County Hospital due to shortness of breath.

“At first I was just going to stay home,” Edgar said. “But the virus got worse and it was difficult to breathe, so we decided to go to the Emergency Room for help.” The family was examined and Edgar’s family members were allowed to return home with follow-up care from their doctor. But Edgar’s oxygen levels were far too low, so he was immediately taken to the ICU.

“For the first two weeks, I didn't know what was going on.” Edgar said. “It was only by the third week I began regaining consciousness.” Edgar underwent a combination of BiPap ventilation with high-flow oxygen, as well as proning (the patient lies on his stomach to help oxygenate the lungs). Not long after Edgar was hospitalized, his father was also hospitalized at another local hospital.

One of the most challenging parts of COVID-19 was being isolated from friends and family. “I started to get on the low side, you know?” Edgar reflects. Despite losing his voice, Edgar communicated virtually with his mom and two sisters via Facebook instant messenger nearly every day. After several weeks, South County Hospital was able to get permission for Edgar’s sister, who had recovered from COVID-19, to visit him. Sadly, Edgar’s father passed away due to complications from COVID-19. With Edgar still in the ICU, South County Hospital arranged for him to watch his father’s funeral via Zoom. “It was heartbreaking,” Edgar recalls.

Day by day, however, Edgar regained his strength. After receiving convalescent plasma (donated plasma from a person that has recovered from COVID-19), Edgar felt more energetic. “It boosted me up!” Edgar recalls. His mother told Edgar his father said shortly before he passed away, “I'd rather go [to heaven], instead of my son.”

After one month and three days in ICU, Edgar was able to return home. Edgar shares full gratitude to the ICU nurses and the doctors who helped him. “I'm well.” Edgar says of his current health. “Everything is back to normal, thank God. And thanks to my dad. I'm really fortunate. Maybe my dad helped save my life.”
This year was an interesting year of growth and change. Our dedicated team of nurses, physical therapists, occupational therapists, speech language therapists, social workers, nursing assistants, COTAs, and PTAs provide exceptional care to our patients daily. Their work is enhanced by our Palliative Care Program, Therapeutic Adult and Pediatric Programs, and other programs we have available to our patients.

Through ongoing relationships and collaboration, we strive as an organization to bring the highest-quality care to our patients at home. Some of our achievements and program highlights include:

- **Senior Health Checks**: South County Home Health offers free community “senior health” checks in over 20 senior centers. The goal of this program is to engage senior participants to manage their chronic health issues. Our Health Check nurse facilitates evidence-based programs, which include “Living Well with Chronic Disease,” “Living Well with Chronic Pain,” and “Living Well with Diabetes” throughout the Washington and Kent counties. In 2020, we successfully completed 14 flu clinics in our community. We received a grant from the Dime Bank Foundation to support us with some of this work, and Rhonda, one of our Home Health nurses, successfully held some of these classes virtually. See her story on page 31.

- **Telemedicine Program**: Telemedicine has been a critical component of SCHH programs since 2001. This technology allows for SCHH to have daily clinical oversight of patients in their homes. The information transmitted form the patient’s home includes vital signs, weight, and answers to individualized daily questions designed to identify early symptoms of a worsening health condition. The Resideo telemedicine program has become a standard of care for all of our COPD and heart failure patients and has greatly reduced our hospital readmission rate among this patient population.

- **Interdisciplinary Care Teams**: This year we transitioned to two interdisciplinary care teams: Southern and Central led by Kelly Pucino, RN, and Kendra Daigneault, RN, respectively.

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**SERVING OUR SOUTH COUNTY COMMUNITY**

*South County Home Health is fortunate to be part of a great community and healthcare system. Through collaboration among our stakeholders, we pride ourselves on enhanced partnerships to better serve our community as we visit patients as “guests” in their most trusted environment: their homes.*
The goal is to strengthen care planning around disciplines such as PT, OT, RN and SLT, and to continue our model of a patient-centric care model. We are also fortunate to now have our clinical and quality educator, Jessica Garvey, on our team as a central resource to grow and educate staff on our new programs. As a hospital system, we proudly recognized Jessica Garvey as Employee of the Year in 2020 for South County Health.

- **Intake Department**: Kathie Graichen transitioned this year to the role of Intake team leader. She is instrumental in developing new processes and strategies related to our intake department and strengthening team collaboration within the organization. Kathie has also taken on the lead of our scheduling department.

**COVID-19 Updates**

This year presented challenges with COVID-19, as we implemented best practices and optimized the use of protective equipment such as masks, gowns, and gloves. We are working closely with the hospital and the Rhode Island Department of Health to take the best care of our most vulnerable patient population. We also implemented a COVID-19 team to care for patients by developing heightened screening. Using videoconferencing, we continued to communicate effectively with patients when a personal visit was not possible.

**First Connections: South County Community Health Team**

The Community Health Team, First Connections, and Health Family America team were awarded $17,000 in CARES ACT funding to support patient needs.

The teams distributed bags of food donated by United Health Care and gift cards to Stop & Shop, as well as deluxe “Be Safe Kits” with household items, thermometers, protective equipment, and cleaning supplies.

The teams also helped homebound patients by picking up prescriptions or facilitating home delivery. Often, the team simply assisted those living alone to set up technology to stay in touch with family, workers, and providers.
The challenges of providing home care for over 4,800 patients amid the COVID-19 pandemic brought the team together. Our Home Health team understood the need to open lines of communication with Home Health patients to assure them that their needs would be addressed and ensure that Home Health staff used the infection prevention protocols in place to prevent the potential spread of COVID-19, as well as to avoid contracting it themselves.

The COVID-19 pandemic continues to cause additional challenges, including patients’ ability to see their medical providers in their offices, obtaining food, supplies, and medicines. However, this also opened up opportunities for our Home Health team to examine what we do and how we do it and adopt changes that might actually improve the way home care is delivered.

**GROWTH**

As we grow our programs, we seek to not only improve the services available to our patients but also merge into expanded rural territories such as Block Island. This year, we hired an RN who resides on the island, and we plan to continue to grow relations there with the Block Island Medical Center. We understand the significant need to serve a Medicare population of over 1,000 residents who are moving into their summer homes as full-time residents during this pandemic.

**QUALITY IMPROVEMENT**

Our philosophy is focused on “patient-centered” care, where the patient comes first. We provide care in a team-based approach, where everyone on the team is critical to the success of our patients and our agency. We continue to focus on implementing quality and patient safety metrics, along with growth strategies. We have implemented a daily visual management board and review key critical metrics bi-weekly with the performance improvement team. We have a quality team that meets regularly to review these metrics and a patient experience team to ensure that the patients we serve are satisfied with our services and continue to ask for us as their preferred Home Care provider.

For over 100 years, South County Home Health has been a vital part of caring for our Washington County residents. We design our programs and services to meet the ever-changing and diverse needs of our population so they can maintain wellness. We strive to continue to be the “most trusted Home Health agency” for Washington County and beyond.
HEALTH AND WELL-BEING

Our dedication to our employees extends beyond the workday to ensure that our colleagues maintain a work-life balance and a physical and emotional well-being that contributes to personal success.

Through programs like Well Beyond, physical activity, nutrition, personal resilience, financial wellness, career advancement, and community connections are promoted and encouraged.

2019 Gold Level Impact Award for Workplace Health (AHA)

South County Health was recognized by the American Heart Association as the 2019 Gold Level Health Impact Award recipient for creating a culture of health in the workplace. The Workplace Health Achievement Index was created by the American Heart Association to evaluate the overall quality and comprehensiveness of workplace health programs.
Staff Support

Schwartz Center Rounds

Schwartz Center Rounds is a program that provides a forum where healthcare workers can comfortably discuss issues they face in providing patient care. Open, non-judgmental discussion allows for healthy dialogue regarding unhealthy stressors, while offering resolutions that improve how challenging conditions are handled.

Among the topics addressed in Schwartz Center Rounds:

- Healthcare ethics: Accessing help for difficult decisions
- Compassion matters: The challenges of alcohol use treatment
- Care and self determination
- Pandemic perspective: Our COVID-19 Stories

Peer Support Team

Recognizing that healthcare workers are impacted by life or death conditions and traumatic interactions with patients and families, a Peer Support Team was established in 2018.

South County Health’s Peer Support Team is a multidisciplinary group of 12 care professionals who are trained and certified in Critical Incident Stress Management (CISM).

The team is available to healthcare workers (medical staff, clinical and non-clinical staff) to provide evidence-based, emotional support and resources after a traumatic or challenging event to reduce compassion fatigue and/or vicarious trauma.

Its goal is to foster wellness through coping skills, resiliency, and resources for those who are routinely exposed to emotional demands.

In its inception year, the Peer Support Team was called on for 30 interventions with staff in crisis; in 2019, the number of interventions grew to 52.

In 2020, in the midst of the COVID-19 pandemic, the Peer Support Team answered over 500 calls for intervention.

South County Health’s Peer Support Team is one of three active teams in Rhode Island and is being used as a model for other hospital systems.

Peer Support Team Interventions

<table>
<thead>
<tr>
<th>Year</th>
<th>Interventions</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>30</td>
</tr>
<tr>
<td>2019</td>
<td>52</td>
</tr>
<tr>
<td>2020</td>
<td>543*</td>
</tr>
</tbody>
</table>

*De-fusing and debriefing to staff who were impacted by the COVID-19 pandemic.
Volunteer Services

Volunteers are the foundation of South County Health and they continue to serve our patients.

In FY2020, volunteers contributed 18,000 hours of dedicated service in a variety of capacities. Although the COVID-19 pandemic forced the suspension of the volunteer program for a time, we were fortunate to have 131 volunteers provide services that improved the patient experience and provided support for our staff.

Our volunteers provide a variety of services, including:

- Compassionate rounding program
- Patient escort
- Surgical caretaker
- Comfort cart
- Reiki volunteers
- Gift shop

131 = 18,000

Volunteers Hours
Helping people thrive through connection.

Rhonda Brunero, BSN, has been administering South County Home Health’s community health checks and evidence-based health workshops for seniors throughout Washington County, parts of Kent County, and Jamestown at senior centers and housing complexes for many years.

The COVID-19 pandemic brought a whole new chapter to Rhonda’s service. Almost overnight, her in-home visits turned into phone calls and virtual workshops. Rhonda said, “Immediately, people felt a loss of connection.” Everyone felt like they should be doing something, but many were unsure of what to do. “Patients stopped getting regular exercise because they were instructed to stay home. They turned to comfort food rather than healthy food choices.”

However, Rhonda knew the Community Home Health population was resilient. She figured out a way to keep the connection. “Sometimes it was the smallest thing—a phone call made all the difference.”

The Dime Bank Foundation helped Rhonda and the Community Home Health team facilitate the “Tools for Healthy Living” virtual workshop—a 12-week program to learn and apply new tools to help seniors through rough patches and foster healthy choices. Rhonda shares a story about a gentleman who had just received a diagnosis of a third exacerbation of a brain tumor. “We could see on the screen that his room was dark,” said Rhonda. Other community members listened as the man shared his discouragement. Rhonda worked with the man to make a plan and set goals. After several workshops, the man “opened the shades to let the sunshine in.” “He was coming from a brighter place,” Rhonda said. He began walking outdoors and helping others at his church. Another woman started eating at her table instead of in front of the TV. Another made a goal for basic self-care: getting dressed, brushing her teeth, and washing her face and hair. One tested her blood sugar after snacks and learned which snacks were best for her. All workshop participants reported increasing his or her physical activity in some way. Each person also shared confidence in a long-term goal and the specific steps they would take to reach it.

Rhonda says working with seniors in our South County community is a rich experience. “We all need connection” she says, “and my goal is to help each of them find a way not just to survive but to thrive.”
FY2020 Key Hospital Statistics

- Discharges: 5,869
- Births (discharges): 631
- Inpatient surgery: 6,351
- Outpatient surgery: 7,580
- Average length of patient stay (days): 3.19
- Observation cases: 2,619
Inpatient days: 18,716

Emergency Room visits: 22,251

Physician office visits: 184,086

Outpatient visits: 207,576

Endoscopies: 3,306

Express Care visits: 23,856

Skilled nursing home care visits (SCHH): 64,929
The impact of the COVID-19 pandemic on all healthcare providers was substantial, including South County Health. While necessary investments were being made to prepare for patients infected with the COVID-19 virus, patients deferred routine elective services—a critical source of revenue. In order to mitigate the disruptive financial impact of the pandemic, efforts were made to manage down costs during this period of low patient activity. Through these efforts, along with the COVID-19 Relief Funding through the CARES Act, South County Health was able to maintain a positive operating margin for FY2020.

In FY2020, South County Health provided services for 5,869 inpatients, including 3,161 medical patients, 2,077 surgical patients, and 631 deliveries. South County Health provided 207,576 outpatient service encounters, including 22,251 emergency room visits, 7,580 outpatient surgical cases, 184,086 physician encounters, and 64,929 skilled home care visits.

### Financial Highlights

<table>
<thead>
<tr>
<th></th>
<th>FY2020</th>
<th>FY2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total operating revenues¹</td>
<td>$216,943</td>
<td>$214,429</td>
</tr>
<tr>
<td>Total operating expenses</td>
<td>$213,785</td>
<td>$214,105</td>
</tr>
<tr>
<td>Income from operations</td>
<td>3,158</td>
<td>324</td>
</tr>
<tr>
<td>Realized and unrealized change</td>
<td>3,862</td>
<td>1,520</td>
</tr>
<tr>
<td>in marketable investments</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other non-operating losses</td>
<td>(1,946)</td>
<td>(3,189)</td>
</tr>
<tr>
<td>Excess of revenues over expenses</td>
<td>$5,074</td>
<td>$(1,345)</td>
</tr>
<tr>
<td>Operating margin</td>
<td>1.5%</td>
<td>0.2%</td>
</tr>
<tr>
<td>Excess margin</td>
<td>2.3%</td>
<td>-0.6%</td>
</tr>
</tbody>
</table>

¹FY2020 reflect inclusion of COVID-19 relief funding.
Nicole is a student artist at Matunuck Elementary.
South County Health was founded on the generous support from the community that enabled it to grow from a cottage hospital to an award-winning healthcare system and a leader in robotic-assisted surgery.

During FY2020, in addition to financial support, South County Health received an outpouring of moral and emotional support as our frontline staff worked around the clock to ensure the health and safety of our patients.

It was a challenging year for fundraising due to the restrictions of COVID-19, but it was also an incredible year witnessing people coming together to support one another. As the COVID-19 pandemic escalated, South County Health realized unanticipated expenses for supplies and equipment needed to keep patients and staff safe.

During FY2020, we received numerous donations from individuals, businesses, foundations, and trusts. Each gift is deeply appreciated and contributes to the exceptional patient care South County Health provides.

**CHARITABLE GIVING AND DONOR SUPPORT**

*Through donor support, in FY2020, South County Health raised*

**$3,107,939**

**COVID-19 RELIEF**

Through our COVID-19 relief efforts, we raised more than $650,000 to help with critical purchases needed to help us get through the pandemic, including:

- **Personal protective equipment**
- **Rapid disinfection system** for disinfection of patient rooms and procedure areas
- **Negative pressure units** essential to the control of airborne pathogens
- **Technology upgrades for telehealth** connecting patients and providers using video devices
- **Additional case manager** to support the mental health needs of our patients and staff
- **COVID-19 vaccine freezer**
In addition to the generous monetary donations, hundreds of community members came forward with donations of hot meals, healthy snacks, coffee, cards with thoughtful words, painted rocks for inspiration, and thousands of donated masks to support our healthcare workers.

E V E N T S
While we could not fundraise in the traditional manner due to COVID-19, we were fortunate to hold some of our annual events.

- **2020 Golf Invitational**: Held at Kirkbrae Country Club in Lincoln, RI, raising $91,000 to support South County Health and South County Home Health

- **The Tribute Campaign**: A virtual event celebrating our honorees, raising $38,400 to support the Cardiac Rehabilitation program.

**2020 Tribute Honorees:**
- Zach Friedland, cardiac rehabilitation patient
- Ed Hart, pulmonary rehabilitation patient
- Maggie Mann, RRT, Respiratory Therapist and Nationally Certified Asthma Educator at South County Hospital
- Audrey Greenwald Kullberg, passed away peacefully on October 16, 2019; she spent countless hours helping others by volunteering at South County Health

C I R C L E  O F  C A R E
Our Circle of Care Giving Society reached more than 200 donors in 2020.

B U S I N E S S  P A R T N E R S
Our business partner program is now in its third year. We are excited to have 10 members and look forward to continued partnerships with the business community.

G R A N T  S P O T L I G H T
The Champlin Foundation
In the midst of the COVID-19 pandemic, South County Health received a $100,000 grant from The Champlin Foundation, part of the $600,000 in emergency funds given to Rhode Island’s nonprofit hospitals. The money from this grant helped to fund the purchase of a GenMarkDX system, which provides rapid diagnostic testing for respiratory panels and blood cultures for the presence of SARS-CoV-2, the virus that causes COVID-19.

Thank you!
2020 CIRCLE OF CARE

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Gifts of $25,000 and above
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1919 SOCIETY
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Ms. Ellie Ferguson
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& Ms. Karen Kames
Hazard Family Foundation
The Straetz Foundation, Inc.
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CHAIRMAN’S CLUB
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We are grateful for your support.

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Mr. & Mrs. L. Austin Records, Jr.
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COVID-19 response
“gifts of gratitude” from
our community and beyond
Special thanks to the hundreds
of individuals and organizations,
many of whom gave anonymously,
who donated meals, snacks,
beverages, gifts, inspirational
messages, and much more to
South County Health frontline
workers and staff!

*deceased
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Mr. & Mrs. Michael E. Hagen

Nursing Education
Mr. & Mrs. Raymond J. Bolster, II
Dr. J. Paul Jones, Carolyn M. Jones & Virginia L. Jones

South County Home Health
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Humboldt Storage & Moving
Mr. Mark Morancy

Women’s Health and Newborn Care
Ms. Loretta B. Allbee
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Arthur M. Potter Trust
Atmore A. Tucker Memorial Fund
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Daniel Sherman Trust
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James A. & Elizabeth K. Fletcher Fund
John T. & Nellie T. Gardner Trust
Marian S. & Frederic T. McAuslan Endowment Fund
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Mr. Fredrick Frost*
Mrs. Janice F. Sieburth*

We have made every effort to be accurate with our recognition. If we have inadvertently omitted or misspelled your name, please accept our apologies and notify us at 401-1-788-1492 or by email at jkenyon@southcountyhealth.org.

*deceased

2020 Golf Invitational
October 21, 2020
Kirkbrae Country Club

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The Joint Commission Accredited
Designates hospitals that meet or exceed standards that promote safe and effective care of the highest-quality and value

Commission on Cancer Accredited
Designates hospitals whose performance meets or exceeds nationally recognized measures of quality in cancer care

Blue Distinction Center+ for Knee and Hip Replacement
Recognizes hospitals for their expertise and efficiency in delivering specialty care

CMS 5-Star Rating in Hospital Quality and Patient Experience (2017, 2019, 2020)
CMS 5-Star Rating in Home Health Patient Experience
Star rating reflects Centers for Medicare and Medicaid Services ranking of hospitals in the U.S. based on data analysis

Healogics
- Center of Distinction Award
- Robert A. Warriner Center of Excellence Award
Presented for exceeding expectations on key clinical performance indicators in wound care
DAISY Award for Nursing Excellence
Presented to nurses who demonstrate exceptional care and compassion

Press Ganey Awards
Recognizes excellence in patient experience based on data received from third-party surveys
- Guardian of Excellence®
- Pinnacle of Excellence®

American Heart Association Gold Level Health Impact Award for Workplace Health
Recognizes a culture of health in the workplace and overall quality and comprehensiveness of health programs for staff

Healthgrades Outstanding Patient Experience Award (2020, 2019, 2018)

Leapfrog “A” Rating Hospital Safety—16th Consecutive “A” Rating

Women’s Choice Award
- 2020 America’s Best Hospitals for Obstetrics
- 2020 America’s Best Hospitals for Orthopedics
- 2020 America’s Best Stroke Center