

Served 14,000 through
community programs

Compassion

Quality

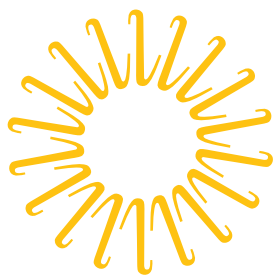
2,600
Physicians

Teaching

Excellence

1,155 licensed beds

ACADEMICALLY BASED EXPERTS



Lifespan

Delivering health with care.®

Annual Report
Fiscal Year 2016

COLLABORATION

4 hospitals

Evidence-based
research

Community health

600 residents and fellows

*Single Enterprise-wide
EHR: LifeChart*

Personalized care



Delivering health with care.®

Our Mission Principles

C.A.R.E.

*Compassion Accountability
Respect Excellence*

Compassion

Delivering care and comfort with empathy and kindness.

Accountability

Taking ownership of actions and their consequences.

Respect

Placing the highest value on every individual's well-being, regardless of personal and professional differences.

Excellence

Always providing safe, high-quality, innovative care and service.



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Timothy J. Babineau, MD, and Lawrence A. Aubin, Sr.

Message from the President and Chief Executive Officer and the Chairman of the Board

We are very pleased to share the Lifespan annual report for fiscal year 2016. The report highlights our most notable recent achievements—not only as caregivers but as educators, researchers, and members of the community.

In addition to new and expanded services, this report showcases our largest research grants, new infrastructure, awards and distinctions, and our progress toward optimizing LifeChart, our Epic-based electronic health record system.

We are making advances in cancer and the neurosciences as a result of partnering with high-caliber, like-minded organizations. Our recent strategic alliance with Dana-Farber Cancer Institute has great potential to enhance our cancer care while accelerating progress toward new cancer treatments. We also took the lead in creating the Rhode Island Neurosciences Leadership and Steering Committee to work

with Brown, URI, Care New England, and the Providence VA Medical Center, leveraging our individual specialties and using our combined breadth of expertise toward rapid progress in neuroscience research to treat brain diseases and disorders.

Our people and our leadership make possible everything we've accomplished over the last fiscal year, and we gladly take this opportunity to thank them publicly for their extraordinary dedication to patients. They personify our commitment to *Delivering health with care.*



Timothy J. Babineau, MD
President and Chief Executive Officer
Lifespan



Lawrence A. Aubin, Sr.
Chairman
Lifespan Board of Directors



Delivering health with care.

**Andrew F. Anderson
Emergency Center**

CULVER

Lifespan is the largest and most comprehensive health system in southeastern New England.

With a commitment to medical education and a strong, long-standing affiliation with The Warren Alpert Medical School of Brown University, many of its physician leaders have significant roles in educating the next generation of medical specialists. Lifespan is also at the forefront of research and discovery, receiving nearly \$80 million in research grants in FY 2016.

The Lifespan health system includes its founders, **Rhode Island Hospital** and **The Miriam Hospital**, as well as **Hasbro Children's Hospital**—the pediatric division of Rhode Island Hospital; **Bradley Hospital**, a national leader in children's mental health; **Newport Hospital**, a community hospital in southern Rhode Island; and **Gateway Healthcare**, an outpatient community-based mental health service.

In addition, based on the medical needs of people in Rhode Island and the surrounding areas, Lifespan has created several medical specialty groups. The **Lifespan Cancer Institute**, encompassing both research and world-class cancer treatment, provides care for cancer patients from diagnosis through rehabilitation. The **Lifespan Cardiovascular Institute** was established to provide expert diagnostic, interventional, surgical and rehabilitative cardiac care in multiple locations around the region. The **Lifespan Neurosciences Institute** brings together specialists in all areas of brain science, from memory disorder to injury to neurological conditions. The **Lifespan Orthopedics Institute** offers more than 50 orthopedic surgeons of all orthopedic specialties and includes the Total Joint Center. The **Lifespan Physician Group** was established in 2012 and has grown to be the largest multispecialty practice in Rhode Island, with locations across the state and beyond. Physicians at the **Women's Medicine Collaborative** provide both primary and specialty care for women throughout all stages of life, from midwifery and obstetric medicine to bone health to pelvic floor disorders and more.



Timothy J. Babineau, MD
President and Chief Executive Officer
Lifespan

Lifespan Statistics Fiscal Year 2016

Lifespan

Financial Performance

Total operating revenue	\$2,054,066
Total operating expenses	\$2,051,840
Income from operations	\$2,226
Net loss	(\$29,043)
Net patient service revenue	\$1,824,392
Total assets	\$2,406,069
Research funding revenue	\$80,396

Statistical Digest

Employees	14,559
Licensed beds	1,155
Patient discharges	60,463
Emergency department visits	250,613
Outpatient visits	697,377
Outpatient surgeries	24,579
Inpatient surgeries	16,057
Home health care visits	3,377

Net cost of charity care and other community benefits

Charity care	\$26,144
Medical education, net	\$58,876
Research	\$15,471
Subsidized health services	\$30,103
Community health improvement services and community benefit operations	\$1,769
Unreimbursed Medicaid costs	\$63,140
Total cost of charity care and other community benefits	\$195,803

Rhode Island Hospital/Hasbro Children's Hospital

Employees	7,479
Affiliated physicians	1,843
Licensed beds	719
Total assets	\$1,286,615
Patient discharges	36,770
Emergency department visits	153,580
Outpatient visits	328,543
Outpatient surgeries	12,781
Inpatient surgeries	10,225
Net patient service revenue	\$1,155,074
Research funding revenue	\$52,928

Net cost of charity care and other community benefits

Charity care	\$19,452
Medical education, net	\$47,602
Research	\$11,556
Subsidized health services	\$11,575
Community health improvement services and community benefit operations	\$915
Unreimbursed Medicaid costs	\$36,624
Total cost of charity care and other community benefits	\$127,724

The Miriam Hospital

Employees	2,887
Affiliated physicians	1,146
Licensed beds	247
Total assets	\$464,791
Patient discharges	17,551
Emergency department visits	65,401
Outpatient visits	123,411
Outpatient surgeries	7,295
Inpatient surgeries	4,783
Net patient service revenue	\$394,704
Research funding revenue	\$22,289

Net cost of charity care and other community benefits

Charity care	\$4,538
Medical education, net	\$10,342
Research	\$3,174
Subsidized health services	\$11,416
Community health improvement services and community benefit operations	\$405
Unreimbursed Medicaid costs	\$21,217
Total cost of charity care and other community benefits	\$51,092

Newport Hospital

Employees	794
Affiliated physicians	316
Licensed beds	129
Total assets	\$295,540
Patient discharges	4,714
Births	445
Emergency department visits	31,632
Outpatient visits	43,911
Outpatient surgeries	4,503
Inpatient surgeries	1,049
Net patient service revenue	\$95,429

Net cost of charity care and other community benefits

Charity care	\$1,632
Subsidized health services	\$3,602
Community health improvement services and community benefit operations	\$298
Unreimbursed Medicaid costs	\$5,299
Total cost of charity care and other community benefits	\$10,831

Emma Pendleton Bradley Hospital

Employees	749
Affiliated physicians	106
Licensed beds	60
Total assets	\$118,476
Patient discharges	1,428
Outpatient visits	5,641
Home health care visits	3,377
Net patient service revenue	\$57,060
Research funding revenue	\$5,179

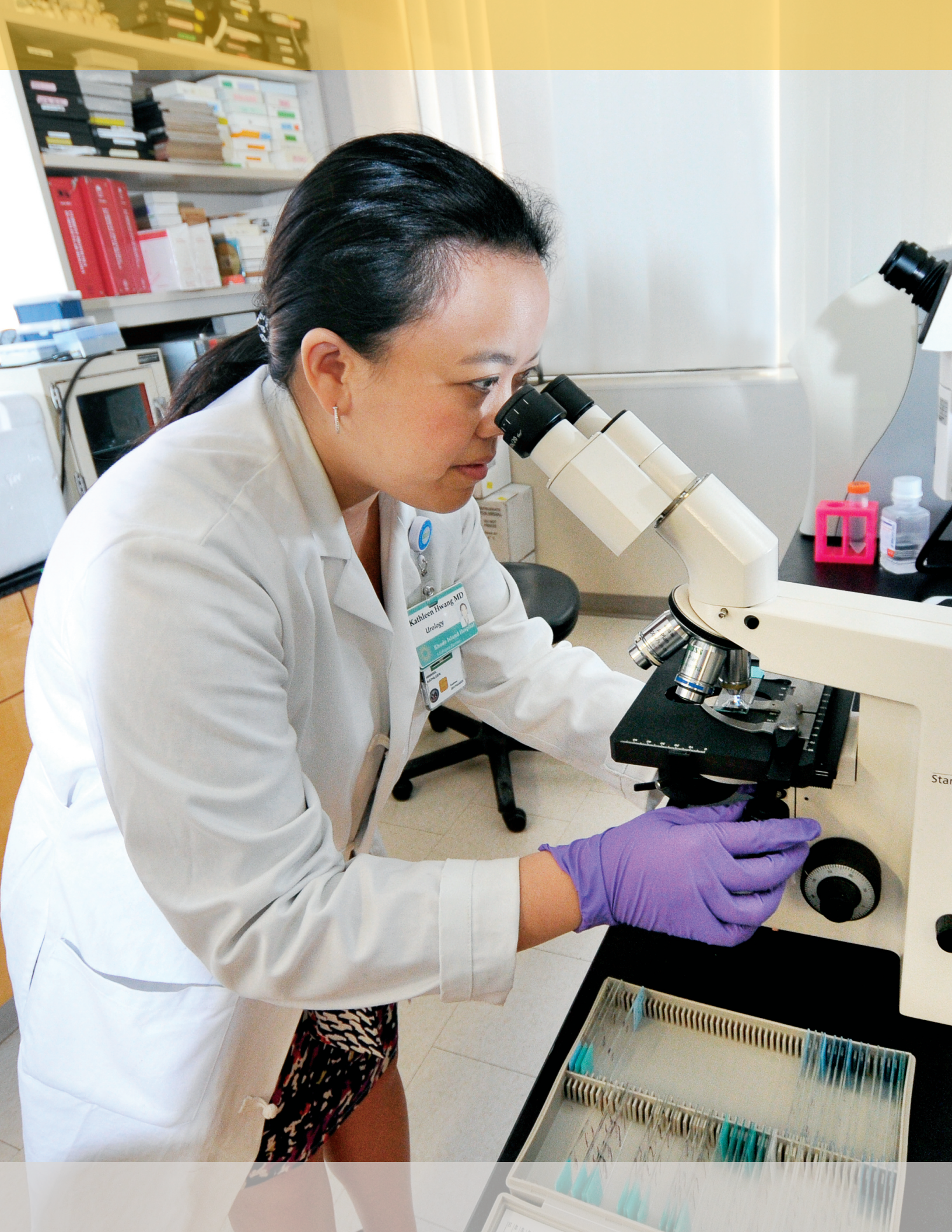
Net cost of charity care and other community benefits

Charity care	\$145
Medical education, net	\$932
Research	\$741
Subsidized health services	\$3,510
Community health improvement services and community benefit operations	\$151
Total cost of charity care and other community benefits	\$5,479

Gateway Healthcare

Employees	565
Total operating revenue	\$36,748
Total operating expenses	\$41,640
Loss from operations	(\$4,892)
Net loss	(\$5,798)
Net patient service revenue	\$31,853
Total assets	\$31,223

(\$'s in thousands)



Kathleen Hwang MD
Urology
Rush Medical Center
Chicago, IL



Michael Friedman, M.D.
Neurology/Physiatry
Health Care Center

NEUROSTIM
NEUROSTIM
NEUROSTIM

XX. QEEG Scanner
When the standard test, routine EEG, shows "Normal" results, sometimes a QEEG is recommended to provide a more detailed view of the brain's electrical activity. QEEG is a type of EEG that uses a computer to analyze the results of a standard EEG. It can help identify subtle changes in the brain's electrical activity that may not be apparent on a standard EEG.

Clinical Services

During fiscal year 2016, Lifespan continued to expand services—opening new clinics, enhancing services at existing locations, and adding new, innovative treatments and advanced technology.



Advancing Cancer Care

Under the direction of David Wazer, MD, The Lifespan Cancer Institute (LCI) at Rhode Island, The Miriam, and Newport hospitals established goals, plans and partnership. A geriatric oncology consultation program was created to assist older cancer patients and their care providers in managing both cancer care and other common problems. Based at Rhode Island Hospital, the program addresses the unique circumstances of treating cancer at any stage in patients over age 70, especially vulnerable elders and those with acute or chronic diseases. Howard Safran, MD, was appointed chief of the center's division of hematology/oncology and is internationally renowned for advances in cancer research.

The Lifespan Cancer Institute also added new physicians, allowing for expanded services and expanded hours, including more weekday and Saturday hours at some sites. The LCI also established a call center to help patients contact providers and arrange services in an even more efficient and timely manner.

Addressing Obesity

The Miriam Hospital opened its Center for Weight and Wellness in East Greenwich, the only facility in Rhode Island to provide fully integrated comprehensive weight management services at one location. It combines the hospital's Weight Management Program and the Center for Bariatric Surgery, bringing the strengths and resources of these two programs together to offer patients a range of personalized care, support, and services. Its teams include physicians, surgeons, exercise physiologists, psychologists, physical therapists, nurses, and nutritionists.

Pediatrics

To help address the constant demands on its busy emergency department, Hasbro Children's Hospital opened its Clinical Decision Unit, a short-stay unit that has improved patient care and flow. The unit sees on average six patients a day, who stay from 6 to 24 hours.

In 2015, Hasbro Children's Hospital opened new specialty clinics in Fall River and East Greenwich; in 2016 the hospital expanded its clinical services at both clinics, providing a wider



range of services to those communities by adding services in gastrointestinal medicine, cardiology, endocrinology, nephrology, and pulmonology. The Fall River clinic also added services in urology, genetics, and hematology, and the East Greenwich clinic added services in child and adolescent eating disorders, rehabilitation services, and psychiatry. Both clinics locations also started offering Saturday hours.

Women's Medicine

The Women's Medicine Collaborative expanded services in several areas. The new Menopause Consultation Program offers services specifically for women experiencing menopause, providing individualized care based on each woman's personal symptoms. Some of the treatments provided by the program include hormone therapy, medications, herbal remedies, and diet and lifestyle changes that can alleviate symptoms and improve quality of life during and after menopause. The Women's Medicine Collaborative also opened new specialty clinics in urogynecology and pelvic pain, and gynecologic oncology.

The Women's Medicine Collaborative joined the Care Transformation Collaborative of Rhode Island to support the integration of behavioral health services into the primary care setting. Participating practices provide screenings for mental health and substance-use disorders for all patients, referring those who experience depression, anxiety, or substance abuse to a behavioral health provider.

Lifespan Cardiovascular Institute

Lifespan's Cardiovascular Institute (CVI) opened the Women's Cardiac Center, which offers specialized cardiac care for women. The program addresses the unique needs of women in the prevention, diagnosis, and treatment of cardiovascular diseases and provides care that is individualized to each woman's specific needs and condition, including pregnant and postpartum women. Through the CVI, the Women's Cardiac Center offers diagnostic and clinical cardiology services, cardiovascular surgery, and cardiac rehabilitation.

The Cardiovascular Institute also offers a new program to address the cardiotoxic side effects of cancer treatments and care for patients with co-existing cardiac disease and cancer. In collaboration with the Lifespan Cancer Institute, the program develops individualized treatment plans that reduce the negative effects of cancer treatments on the heart.

The Lifespan Cardiovascular Institute had significant improvement with patient outcomes in transcatheter aortic valve replacement surgery using the second-generation valve approved by the FDA in 2015. These patients had lower stroke and mortality rates, and fewer vascular complications than with the first-generation valve.

Telemedicine

Newport Hospital launched a new teleneurology—which the service allows patients who need a neurologic evaluation to be examined remotely by a specialty trained neurologist via live videoconference. This telemedicine capability complements the hospital's on-site neurology coverage, providing fast access to a

board-certified neurologist during nights, weekends, holidays and times when an on-site neurologist is not available, but time is critical.

Lifespan Physician Group

Newport Hospital also saw continued expansion of its affiliated Lifespan Physician Group practices, opening two new offices in Newport and Portsmouth and adding five new physicians to the primary care team, including three new internal medicine physicians.

New Option for Depression

Rhode Island Hospital opened a new Transcranial Magnetic Stimulation Center in the West River Center in Providence. The center provides a state-of-the-art, innovative, noninvasive option that may lessen symptoms of depression and avoid the possible side effects associated with antidepressant medication, improving patients' quality of life.

Children's Mental Health

- Bradley Hospital's Center for Autism and Developmental Disabilities (CADD) opened a partial hospitalization program for children and adolescents ages 5 to 18 who have autism or developmental disabilities with co-existing emotional or behavioral disorders. The goal of the program is to help them remain safely at home while they and their families work on clinical issues.
- Bradley Hospital's Pediatric Anxiety Research Center relocated its clinical and research services to the hospital's main campus in East Providence this past year. The move unifies and expands its pediatric obsessive-compulsive disorder and anxiety treatment programs, research activities, and education/training in one central location.
- Under a grant from the state, the Rhode Island Foundation, and the van Beuren Charitable Foundation, Bradley Hospital facilitated the launch of a pediatric psychiatry resource network, which allows pediatric primary care providers to consult with mental health specialists. The free service is offered to all pediatric primary care providers in Rhode Island.

Advances in Treatment

- Alexios Carayannopoulos, DO, medical director at the Comprehensive Spine Center at Rhode Island Hospital,

was the first physician in the region to implant the Nevro Corporation's high-frequency spinal cord stimulation system, a new pain-relief option for people who suffer from debilitating lower back pain or sciatica. The device treats pain without causing a tingling sensation known as paresthesia, so it is the only spinal cord stimulator therapy approved by the U.S. Food and Drug Administration to be used without restrictions on motor vehicle operation.

- This year our comprehensive stroke care showed some of the best outcomes in the country. With a revamped process and clinical work flow parameters, we are not only saving lives but preserving quality of life for stroke patients. Our stroke teams demonstrate the ability to deliver stroke care faster and more consistently than their peers.
- Rhode Island Hospital neurosurgeon Wael Asaad, MD, PhD performed the hospital's first laser ablation procedure (laser amygdalohippocampotomy) on a patient with epilepsy.
- Hasbro Children's Hospital began using the PRECICE Intramedullary Limb Lengthening System, a new treatment option to lengthen bone in patients with a lower extremity limb-length discrepancy without a cumbersome external frame. The PRECICE system uses an adjustable nail that incorporates remote control technology using magnets. The treatment is not painful and can also be performed on adults.
- The Miriam Hospital was the first hospital in New England to successfully perform a robotic cystectomy with intracorporeal urinary diversion—a completely laparoscopic surgery for the treatment of bladder cancer.

Enhancing Diagnostics

- Newport Hospital is now offering digital breast tomosynthesis, also called 3D mammography. This new technology takes multiple three-dimensional images of the breasts in layers, providing higher clarity images, increasing early detection of tumors, and decreasing false positives.
- Newport Hospital acquired a new state-of-the-art, 128-slice CT scanner, a significant enhancement of imaging capabilities, delivering high-speed, high-definition images while reducing radiation exposure and maximizing patient comfort.

Patient Safety and Quality of Care

Lifespan continues its commitment to providing care of the highest quality, emphasizing patient safety as our top priority. This commitment was further validated when Lifespan was the only hospital system in Rhode Island to have all its acute care hospitals achieve an A grade in the spring 2016 safety score report published by the national nonprofit Leapfrog Group.



Fiscal year 2016 saw the completion of our efforts to achieve quality structure alignment, in which all acute care and behavioral health quality and safety functions across the system were fully organized under Lifespan's Operational Excellence (OpX) division, where data-driven decision-making and the use of Six Sigma and Lean tools support our efforts to drive efficiency, meet and exceed customer needs, and achieve optimal clinical and performance outcomes.

Our patient safety programs have resulted in a culture where employees, physicians, and staff at all levels regularly use SafetyNet, our patient safety reporting system, to facilitate the review and investigation of events and potential unsafe conditions so that we can address potential causes of error, or issues before they occur, and prevent patient harm. Over this last year we have strengthened our patient safety processes, through the leadership and direct involvement of our chief medical officer and chief nursing officer dyads and other senior leaders, to ensure that knowledge and lessons learned from our patient safety review and improvement work are applied across all our affiliates, not just the affiliate where a patient safety improvement opportunity was identified. Lifespan's OpX division now routinely uses Failure Mode and Effects Analysis (FMEA), a robust tool used to identify potential sources of failure so that all new processes are designed with mechanisms to avoid potential points of failure.

In 2016, Lifespan's quality and safety structure increased its reach with another new team—the Ambulatory Process Excellence team—created within the OpX division to focus exclusively on the quality and process improvement needs of Lifespan's many ambulatory settings. This focused attention to settings outside our hospital walls, enables us to organize our efforts around ambulatory-specific areas of quality and safety, as well as to facilitate ambulatory practice transformation to deliver better health outcomes at lower costs. Another key focus of this new team is improved patient access.

During 2016, we further expanded our internal capacity for robust process improvement through continued formal training and Lifespan certification in Six Sigma. Thirteen additional Lifespan Six Sigma certifications were awarded: eleven Green Belts, one Black Belt, and for the first time, one Master Black Belt certification, bringing the total to over forty Lifespan Six Sigma belt certifications awarded since 2014.

The OpX team has partnered with our information services team to lead focused efforts to optimize our new electronic medical record—LifeChart—and fully leverage LifeChart's capabilities to support high-quality care through enhanced and standardized workflows, best practice alerts, and optimized reporting. As a result of these efforts a number of large-scale, system-wide process improvements were achieved in areas with complex processes—such as blood administration, medication reconciliation, influenza immunizations—and more efficient access to information now drives our improvement efforts. We continue to engage in collaborative work to bring both advanced health care analytics and data-driven decisions that improve patient care and result in high reliability.

It has been an exciting year, and we are looking forward to expanding our efforts in 2017 to enhance quality and safety and achieve sustained success.





Research

Lifespan's physicians and researchers push the frontiers of medical research to help develop the most effective treatments for our patients. They excel at research in complex medical conditions, including neurological disorders, cardiovascular disease, and cancer. Lifespan is also at the forefront of research on mental illness and developmental disorders. Last year Lifespan's research enterprises received more than \$79 million from external organizations, including the National Institutes of Health and many other sources.

- The Centers for Disease Control and Prevention awarded a \$519,000 grant to Rhode Island Hospital to study the microbiome (bacteria that inhabit the body) of patients exposed to antibiotics to predict which are at most risk of acquiring multidrug-resistant bacteria. A healthy microbiome is important in preventing the acquisition and spread of multidrug-resistant bacteria, a major public health threat. The study will analyze part of the microbiome of a large cohort of nursing home residents who have been exposed to antimicrobials, in order to better understand how the microbiome is disrupted and to develop new infection prevention strategies.
- A study by Rhode Island Hospital researchers confirmed that a drug used to treat a disease afflicting millions of people in developing countries is safe to give pregnant women after their first trimester. The finding could prove crucial to the care of pregnant women and lactating women with schistosomiasis, who were denied the drug out of concern for their health and that of their fetuses.
- Despite World Health Organization recommendations to offer pregnant women treatment with praziquantel, many nations continue to withhold treatment, awaiting safety and efficacy data from controlled drug trials such as this one. The study demonstrates that this drug is safe after the first trimester; deferring treatment only exacerbates morbidity.
- Hasbro Children's Hospital was awarded a \$1.8 million NIH grant as part of a national research project to study the effects of environmental exposures on the health and development of children. The grant is tied to a NIH \$157-million, seven-year initiative called Environmental Influences on Child Health Outcomes (ECHO). Poor health can affect a child for the rest of his or her life; early intervention can drastically improve a child's long-term health. The ECHO program investigates how exposure to a range of environmental factors in early development influences the health of children and adolescents.

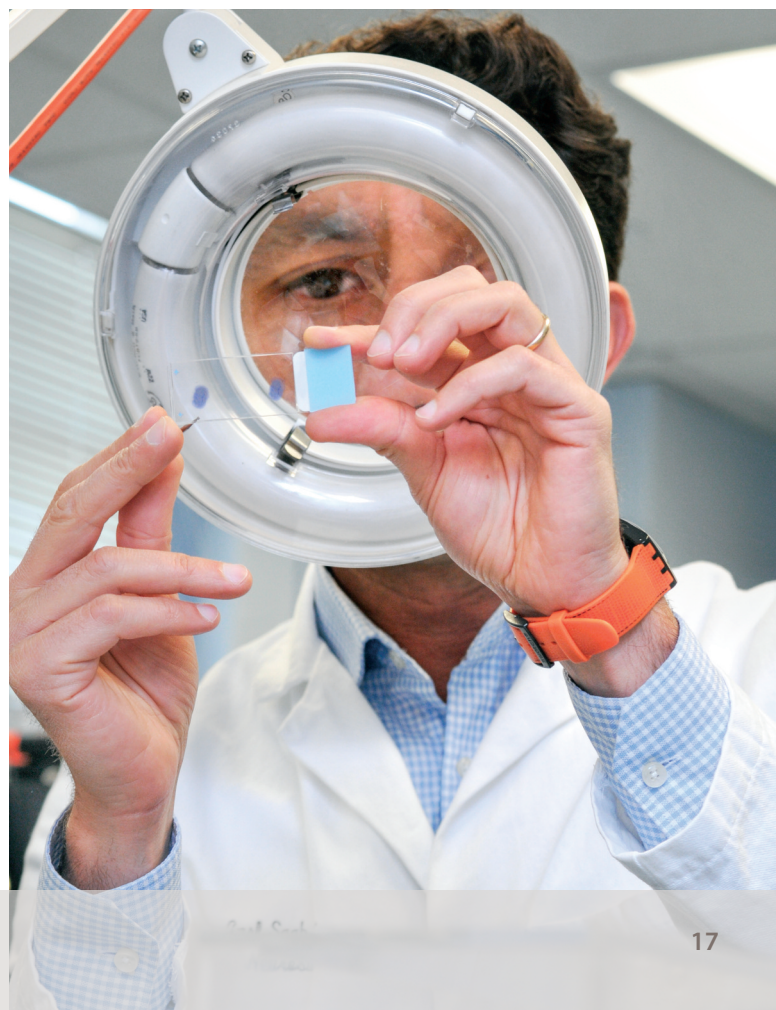
- The National Institute of Mental Health awarded The Miriam Hospital a five-year grant totaling nearly \$744,000 to study media influences on risk behaviors among young men who have sex with men. The grant will help develop and fund an online health media literacy intervention to help reduce HIV and sexually transmitted diseases in this population.
- The Miriam Hospital is partnering with California Polytechnic State University to study whether weight loss can prevent the recurrence of gestational diabetes among pregnant women. The hospital's Weight Control & Diabetes Research Center will serve as one of two test sites for a five-year clinical trial recently funded by a \$2.8 million NIH grant.

Gestational diabetes mellitus affects approximately 18 percent of pregnancies and increases maternal and fetal health risks. The study will examine whether weight loss prior to pregnancy is effective in reducing the risk of recurrence of gestational diabetes, and can improve perinatal outcomes in mothers and children.

- The Miriam Hospital's Centers for Behavioral and Preventive Medicine received a \$464,000 grant from the National Center for Complementary and Integrative Health of the National Institutes of Health to enable researchers to conduct a comprehensive, four-year study on the benefits of stress management interventions for chronic pain and illness.
- Gateway Healthcare was awarded a \$1.2 million grant over three years from the Substance Abuse and Mental Health Services Administration (SAMHSA) to develop a program to provide behavioral health treatment to Rhode Island's homeless. The program will offer treatment to homeless

adults with chronic mental health issues, and Gateway Healthcare will develop and manage the program using evidence-based mental health care practices endorsed by SAMHSA.

- Gateway Healthcare's The Autism Project was awarded a \$1.26 million grant from the Health Resources and Service Administration for Project IDENTIFY, which is focused on increasing care coordination for children and adolescents at risk for autism spectrum and developmental disorders.





Distinctions

Delivering health with care.®

Lifespan's determination to remain true to its mission is reflected in the many recognitions, awards, designations, and certifications that Lifespan affiliates and employees receive.

- Rhode Island Hospital received the HRSA Hospital Organ Donation Campaign Silver Recognition for its work in raising awareness of organ and tissue donation and in promoting donor registration.
- The Center for Bariatric Surgery of Rhode Island Hospital and The Miriam Hospital was designated a Center of Excellence by The Clinical Sciences Institute of Optum, a leading information and technology-enabled health services business focused on providing health care systems resources to improve care.
- Rhode Island Hospital was selected as a member of the Pulmonary Fibrosis Foundation's Care Center Network. Rhode Island Hospital submitted a joint application with Beth Israel Deaconess Medical Center, St. Elizabeth's Medical Center, and Massachusetts General Hospital. Together they comprise the Boston-Providence Pulmonary Fibrosis Care Centers and possess deep clinical and research capabilities and resources.
- Rhode Island Hospital was the only hospital in the state to receive the Consumer Choice Award from the National Research Corporation for 2015-16, and one of only 34 across the nation to receive it every year of the award's 20-year history.
- *Becker's Hospital Review* listed The Miriam Hospital as one of 53 hospitals across the country with the lowest heart attack mortality rates. The rankings are based on Centers for Medicare & Medicaid Services data on Medicare patients from July 2011 through June 2014.
- Rhode Island Hospital and The Miriam Hospital were named to the 2016 list of "100 Hospitals and Health Systems with Great Oncology Programs."
- Newport Hospital was named a 2015 Guardian of Excellence Award winner by Press Ganey Associates, Inc. for the hospital's inpatient rehabilitation patient experience. Press Ganey is a leading health care performance improvement and analytics organization.

- Rhode Island Hospital physician Jonathan D. Kurtis, MD, PhD, received the Bailey K. Ashford Medal from the American Society of Tropical Medicine and Hygiene (ASTMH) for research that could aid in the development of a malaria vaccine.
- Among 12 programs honored during the annual observance of Hepatitis Testing Day was Rhode Island Defeats Hepatitis C (RID Hep C), a program developed by Lynn Taylor, MD, a physician with The Miriam Hospital. The program, created to identify, treat, and eliminate hepatitis C virus (HCV) infections in Rhode Island, works to enhance proactive HCV care and bring resources into the state to help combat the epidemic.
- Newport Hospital nurse June A. Martin was named 2016 Nurse of the Year by Press Ganey Associates, a health care performance measurement company.
- A grant from the family of Alan Hassenfeld, retired chairman and CEO of Hasbro Inc., has helped create the Hassenfeld Child Health Innovation Institute with Brown University. The \$12.5 million gift helped launch the institute, which is devoted to combating common childhood diseases such as asthma, autism, and obesity. Hasbro Children's Hospital is collaborating with the institute to develop and apply strategies to improve the lives of children and their families in Rhode Island.
- Rhode Island Hospital physicians Paul Morrissey, MD, and Reginald Gohh, MD, received the 2015 Annual Milton Hamolsky Outstanding Physician Award, presented each year to a doctor who has made exceptional contributions to patient care and leadership. Both men work in the division of organ transplantation and are kidney specialists, and were recognized for developing, nurturing, and ensuring the success of the kidney transplantation program.
- Bradley Hospital celebrated its 85th Anniversary as the first and still groundbreaking psychiatric hospital dedicated to children.
- Lifespan's Total Joint Center, specializing in total replacement of hip, knee, and shoulder, celebrated its fifth anniversary
- Sajeev Handa, MD, and the hospitalist program he built and leads, celebrated their 20th anniversary.

Lifespan also recognizes extraordinary efforts and accomplishments of its own outstanding physicians by bestowing its own prestigious awards:

- Lifespan honored pulmonary medicine expert Ghada Bourjeily, MD, with the 2015 Bruce M. Selya Award for Excellence in Research. Dr. Bourjeily is an attending physician in pulmonary services and obstetric medicine and director of research at the Women's Medicine Collaborative.



Ghada Bourjeily, MD (right) receiving the 2015 Bruce M. Selya Award for Excellence in Research



Infrastructure and Partnerships

Lifespan continues to seek opportunities to develop new services and collaborations to offer patients the most current and emerging services, treatments, and technologies. In the past year, we developed space for new clinics and programs, and established new collaborations that will greatly expand the depth and breadth of care we offer.

Bradley School - North, Cumberland, RI.



- In FY 2016 Lifespan leadership and the Dana-Farber Cancer Institute, one of the leading cancer centers in the United States, signed a memorandum of understanding to work together to advance cancer treatment and expand research. The goal of the joint effort is to help develop new and more effective therapies that can reach as many people as possible, focusing on five areas: genomics and precision medicine, clinical trials, value-based care and cancer care delivery innovation, shared care models, and cancer workforce development.
- Lifespan also partnered with Blue Cross & Blue Shield of Rhode Island and Coastal Medical to coordinate care for 45,000 patients. This accountable care agreement is intended to improve how primary, specialty, and inpatient care is delivered, resulting in better health outcomes, lower costs, and better service to patients.
- Lifespan entered a partnership with four primary care practices—Anchor Medical, Medical Associates of Rhode Island, University Medicine, and University Internal Medicine—to streamline and enhance patient care. The partnership enables these physician groups to remain independent while Lifespan assists with business matters, such as patient health records and negotiations with insurers.
- Rhode Island’s most prominent institutions engaged in brain science research announced that they have entered a formal agreement to work jointly toward solving some of the many mysteries of the brain. The partnership of Lifespan, Brown University, University of Rhode Island, Care New England, and the Providence VA Medical Center is focused on identifying the causes and treatments for a wide range of diseases and disorders, such as Alzheimer’s disease, epilepsy, stroke, traumatic brain injury, and autism.
- In January 2016, the team at the Comprehensive Spine Center gathered for a pledge-signing ceremony to celebrate the opening of a redesigned unit for its patients. The pledge re-affirmed their commitment to work together to provide the highest quality care for patients.
- All the Lifespan hospitals made improvements to their emergency departments this year:
 - Rhode Island Hospital’s Andrew F. Anderson Emergency Center implemented new techniques and processes to improve patient flow, reducing patient wait times by half.
 - Newport Hospital was able to reduce patient wait times to what are currently the lowest in Rhode Island.
 - Hasbro Children’s and The Miriam hospitals constructed spaces within their emergency departments to improve patient flow, comfort, and privacy.
- The Miriam Hospital opened a new Women’s and Men’s Health Rehabilitation Services suite in Providence. A team of five physical therapists specialize in gynecologic physical therapy, oncology rehabilitation, post-prostatectomy rehabilitation, and treatment of conditions such as urinary and fecal incontinence, and pelvic pain and sexual dysfunction related to the pelvic floor and pelvis.
- Lifespan School Solutions opened a new Bradley School in Cumberland to serve Rhode Island’s northern region, bringing the number of Bradley Schools to six. In addition to individualized behavior programming, the school uses the Positive Behavior Interventions and Supports system, which is adapted for the unique needs of Bradley students.



Lifespan in the Community

Lifespan serves between 25,000 and 30,000 southern New Englanders annually through its community programs, and continually looks for avenues to extend its expertise and services into the community. In addition, Lifespan treats everyone who comes through its doors, regardless of ability to pay—providing almost \$75 million in free and charity care.



Health Starts with Heart



A large part of Lifespan’s community outreach is accomplished by the Lifespan Community Health Institute (LCHI). The institute’s mission is to ensure that all people have the opportunities to achieve their optimal state of health through healthy behaviors, healthy relationships and healthy environments. LCHI fulfills its mission through a wide range of programs, educational events, community clinics, and free health care screenings.

- During FY 2016 more than 14,000 people benefited from LCHI programs. LCHI organized:
 - 16 educational conferences and workshops for lay and professional adults
 - 26th Annual Parenting Matters Conference
 - Parenting Matters evening workshops
 - Avenues of Healing annual breast cancer educational conference
 - Temas Familiares annual parenting conference, delivered entirely in Spanish
 - 10 Community Health Ambassador lunchtime presentations for front-line health and social service agency staff
 - Women’s Health Council of Rhode Island semi-annual conferences co-sponsored with the Women’s Medicine Collaborative
 - LCHI held 31 free flu clinics for uninsured and low income adults
 - Organized 5 summer beach events, screening 516 people for skin cancer, working with the Partnership to Reduce Cancer in RI and University Dermatology.
 - Launched Lifespan Mentoring Program, pairing high-school students with Lifespan professionals.
- LCHI operates the state’s largest American Heart Association Community Training Center for CPR, AED and First Aid. In FY 2016, 268 instructors trained a total of 8,155 people through 1,358 classes.

Lifespan led the 2016 Annual Southern New England Heartwalk, with President and CEO Timothy J. Babineau, MD, as chairman. More than 1,300 Lifespan employees participated and raised \$250,000. The 2016 walk raised more than \$872,000—the highest total in its history.

Across Lifespan, employees gave of their time in many ways from mentoring youth to fundraising for community groups. Our employees are also an integral part of the annual Season of Giving campaigns, which support the community’s most vulnerable families during the winter holiday season.

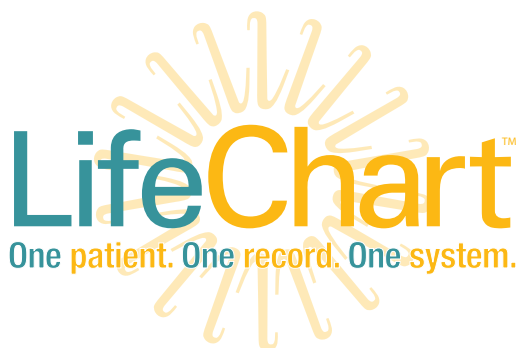
- Last fall, Newport Hospital hosted its first “Fall into Fitness —5K Road Race/Walk & Kids Fun Run.” The race drew hundreds of participants, and all proceeds went to support Newport Hospital’s women’s health programs.
- The Lifespan Cancer Institute at Rhode Island, The Miriam, and Newport hospitals held its inaugural “Rising Above Cancer” 5K Run/Walk and Family Fun Day in July. Nearly 500 people participated in the event, which raised more than \$27,000 for the center’s patient care fund.
- Bradley Hospital and Gateway Healthcare offered Mental Health First Aid training to Rhode Islanders who regularly interact with the public (such as police officers, human resource directors, and primary care workers), school and college leadership, faith communities, friends and family of individuals with mental illness or addiction, or anyone interested in learning more about mental illness and addiction.
- Rhode Island Hospital’s department of neurosurgery in collaboration with The Warren Alpert Medical School of Brown University held the First Annual CSF Disorders Symposium in June 2016. The symposium explored new diagnostic and treatment protocols for patients with a variety of cerebrospinal-fluid-related disorders (CSF). And presented basic science research and its translation into diagnosis and management of cerebrospinal fluid disorders.
- Bradley Hospital was a Bronze sponsor of the 2016 IOCDF (International OCD Foundation) Conference held in Chicago in July. The conference brings together advocates, clinicians, social workers, psychologists, psychiatrists, and people with obsessive compulsive disorder (OCD) and their families.
- Further developing the intersections between Lifespan and the area’s professional community, The Norman Prince Neurosciences Institute (NPNI) established its artist-in-residence program to explore the links between the arts and neuroscience. China Blue is the first artist to hold this position, receiving a two-year appointment as NPNI artist-in-residence.



Information Systems

Two years ago Lifespan set out to improve the quality, safety, and efficiency of patient care by implementing state-of-the-art electronic health software from Epic.

Lifespan branded as LifeChart the system that delivers, documents, and manages reimbursement for our complex, and high-quality care. Since the go-live of LifeChart in March 2015, Lifespan information services (IS) has worked with clinical and operational leadership across the system to further refine and optimize this management tool.



In 2016, ambulatory and training teams implemented the LifeChart system at 17 new or reconfigured Lifespan Physician Group practices and hospital-based clinics, bringing 82 new providers and their office staffs onto LifeChart.

Ensuring the availability, performance, and security of the LifeChart EHR and all other IT systems at Lifespan is a constant focus of the dedicated team of more than 300 professionals in Lifespan IS. This effort encompasses the operation of more than 1,000 servers in our two data centers and the support of more than 15,000 workstations a network that connects more than 30,000 devices in 75-plus physical locations.

Among the most significant projects to advance the Lifespan information technology infrastructure in fiscal year 2016 was the updating of more than 200 Citrix login servers and the 25 supporting Windows servers that drive the LifeChart application. In addition to server refreshment, the Lifespan storage environment was reconfigured to simplify, optimize, and standardize the platforms in use. This involved implementing a single, solid-state-drive environment for Citrix and introducing a new file storage platform from EMC that required migration of more than 100 million historical diagnostic images.

A reliable data/telecom network is indispensable to every modern health care facility. At Rhode Island Hospital, network switches in more than 100 data closets were refreshed and connected to new redundant core routers in our data centers to ensure reliability. To further improve the reliability of our network, new perimeter routers that connect our major campuses and remote buildings to both Lifespan data centers were installed in redundant pairs.

We implemented a new self-service portal that allows Lifespan staff to submit and monitor the status of their service requests. Lifespan staff use this portal to view articles about Lifespan systems and to access video training for tips on how to use new business applications, such as Microsoft Skype for Business and the Microsoft Office 365 suite. Additionally, the portal is used to order new equipment delivered by the Lifespan IS tech center.

This year marked a notable rise in the threat of external attacks on the privacy and availability of health care information systems. Responding to this growing cybersecurity risk of privacy breaches and ransomware attacks, Lifespan IS engaged Dell SecureWorks as an external managed security service provider. This enhances Lifespan's ability to detect and prevent intrusions and perform vulnerability and penetration testing.

With the oversight of a newly charged Lifespan Information Security Oversight Committee, the Lifespan IS team has formalized a governance, risk, and compliance program consisting of formal security risk assessments and metrics, a risk register, and a risk exception process. Since the most common entry points for health care security threats are email phishing attacks, the team has also launched a phishing awareness campaign to teach our user community to detect and report malicious emails.







Giving to Lifespan

Our generous donors are a crucial component of our ability to deliver health with care. Whether a community organization, an individual, a corporation or a foundation, their commitment to our hospitals, patients, research, and physicians is steadfast and significant. We are grateful to each of them. Following are a few of the fundraising highlights that took place in fiscal year 2016.

[Click to donate](#)



Rhode Island Hospital



Early in fiscal year 2016, the annual President's Pursuit of Excellence Dinner highlighted the hospital's

successes and honored three inspiring community champions: Corporate Champion, Washington Trust; Lifetime Champion, Michael G. Ehrlich, MD; and Individual Champions, The Honorable and Mrs. Bruce M. Selya. Co-chaired by Roger N. Begin, Arthur A. Bert, MD, Marc A. Paulhus, and Latha Sivaprasad, MD, FACP, FHM, the event raised more than \$445,000 to benefit patient care, research, and education at Rhode Island Hospital. The Rhode Island Hospital Guild and University Orthopedics were among the top sponsors.



President's Pursuit of Excellence. Michael G. Ehrlich, MD and Margaret M. Van Bree, MHA, DrPH

Some of the generous gifts received in fiscal 2016 include \$500,000 from The Champlin Foundations for a new PET-CT Scanner; an estate gift of \$375,700 from The Henry M. Bourne Trust to the Rhode Island Hospital Fund for Excellence; an anonymous donation of \$175,500 to the Young Adult Behavioral Health Program; \$162,000 from the Rhode Island Foundation to fund a neurology and pregnancy educational tool, ophthalmology equipment and the Refugee Clinic; \$100,000 from the Joseph S. and Rosalyn K. Sinclair Foundation to support the Samuels Sinclair Dental Center; a contribution of \$100,000 to the

Akelman Hand Scholar Endowment in Orthopedics from the Redgrave Family Foundation; a \$62,500 gift made by the Frederick H. Prince 1932 Trust to The Norman Prince Neurosciences Institute; and \$50,000 to support the Michael Ehrlich, MD Clinical Outcomes from the McAdams Charitable Foundation.

Hasbro Children's Hospital

In March, The Nerf Ball raised nearly \$1.1 million to support programs at Hasbro Children's Hospital that provide a healing and nurturing environment for families, as well as its



child protection program. Chaired by Edward "Ned" O. Handy and his wife, Polly Chatterton Handy, the evening's success was also due to more than 90 sponsors, including title sponsor Hasbro, Inc. and top sponsors CVS Health, IGT, Toys 'R' Us, KPMG, and Tufts Health Plan. Guests danced the night away to Hasbro, Inc.'s band, Toys 2 Men.

On April 6 and 7, the Hasbro Children's Hospital Radiothon, in partnership with Cumulus Providence radio stations and Children's Miracle Network Hospitals, raised



Hasbro Children's Hospital Radiothon. Providence Bruins player Zane McIntyre and Margaret M. Van Bree, MHA, DrPH, with patients Celia (left) and Paige (right).

\$436,000. Partners in the network, including, Walmart, Rite Aid, and Speedway, among others, contributed an additional \$436,000 through fundraising events. Alex and Ani donated more than \$202,000 from the sale of their cherub bangle bracelet, while Dunkin' Donuts Iced Coffee Day raised \$174,000 for the 4-Safety Program. In July, the Hasbro Children's Hospital Golf Invitational, chaired by Lawrence A. Aubin, Sr. and Jamo Carr, raised more than \$230,000. Top sponsors included Aubin Corp, H. Carr & Sons, Rhode Island Medical Imaging, The Kraft Group and Citizens Bank. In addition, Kohl's contributed \$110,000 through its Kohl's Cares program to fund the Injury Prevention Center car seat safety effort; a \$145,000 gift from The Tomorrow Fund benefited pediatric oncology services; Plastics Plus gave \$100,000 to pediatric surgery; Spirit Halloween generated \$66,000 for Child Life; and estate gifts from Raymond Morin (\$127,000) and Claire Healey (\$55,000), along with a contribution of \$30,000 from Balise Subaru, supported areas of greatest need.

Early leadership gifts to a new campaign for Hasbro Children's Hospital and Bradley Hospital included \$100,000 from the Hearst Foundations for clinical decision unit equipment and \$100,000 each from Anthony and Teresa Russo and Family and Elizabeth and Michael Huber.

The Miriam Hospital



Guests of The Miriam Hospital's 2016 gala and auction, Age of Aquarius, at Rhodes on the Pawtuxet had an opportunity to travel back to the '60s and "get their groove on." Co-chaired by Susan and John Froehlich, MD, the evening generated \$632,660 to support The Miriam Fund for a New Generation and the Patient Assistance Program at the Leonard and Adele R. Decof Family Comprehensive Cancer Center at The Miriam Hospital. Top sponsors included Amica, Nortek, and University Orthopedics, Amaral Revite General Contractors, and Med Tech Ambulance Service.



Age of Aquarius: Arthur J. Sampson, president of The Miriam Hospital; John Loerke and his wife, Marie J. Langlois, chair of The Miriam Hospital Foundation Board of Trustees; and gala co-chairs John Froehlich, MD and his wife, Susan.

The Miriam People Society—A Celebration of Philanthropy was co-chaired by Susan and Saul Kaplan. The event, a longstanding tradition, honors donors who make annual gifts of \$1,000 or more, or have given an aggregate total of \$25,000 or greater. The evening featured keynote speaker Dr. Terrie Fox Wetle, Dean of Brown University's School of Public Health. Her presentation, entitled "Missed Opportunities for Promoting Personal and Population Health," outlined ways to improve the overall health of communities, including the prevention of injuries and infectious diseases, promoting a healthier food supply, and enhanced physical activity.

For the twelfth consecutive year, the Brown University football team welcomed fellow students, athletes, faculty, alumni, and members of the community to their campus for the Bench Press for Cancer. The annual fundraiser, which raised more than \$23,000 in 2016, honors the memory of Brown student-athlete Lawrence Rubida and raises money to support the Cancer Survivorship Program for Young Adults at The Leonard and Adele R. Decof Family Comprehensive Cancer Center at The Miriam Hospital.

Newport Hospital



Newport Hospital's Annual Summer Gala, Casablanca, was held at Ochre Court and welcomed more than 330 friends to an atmosphere reminiscent of 1940s Morocco. Co-chaired by Holly

Bannister, MD, Anne Hamilton, and Kimberly Palmer, the evening generated over \$391,000 for Newport Hospital programs with crucial funding needs. The live auction and fundraising blitz raised \$146,500 to purchase state-of-the-art ultrasound technology for women's health programs and services. Event sponsors included Platinum Sponsor The Schochet Companies, Mrs. Jay R. Schochet and Richard Henken, CEO; Silver Sponsors Dorrance Hamilton and the Hamilton Family Foundation; Judy Clagett McLennan, Newport Hospital Auxiliary, Linda and John Purdy, and Ginny and Jim Purviance.

The Three Angels Fund, created by cousins Andrew Bulk and Jennifer Lopes in memory of their aunts Eileen Bulk, Ann Pine, and Nan Bulk, held their seventh annual summer benefit in August at Kempenaar's Clambake Club. More than 500 people participated and \$35,000 was raised for cancer services at Newport Hospital, bringing the total given since 2010 to over \$215,000.



Newport Hospital's Annual Summer Gala, Casablanca: C. Hugh Hildesley, Norey Dotterer Cullen, Happy van Beuren, Holly M. Bannister, MD, Anne Hamilton, Helene van Beuren, Kimberly Palmer, and Lee DiPietro.

Since 2012, the Frederick Henry Prince Memorial Fund at Newport Hospital has awarded nearly \$300,000 in grants to 21 local community organizations committed to keeping kids active and healthy. In 2016, 13 organizations received grants to support activities ranging from cooking and exploring nature to playing soccer, rugby, tennis and more. The Frederick Henry Prince Memorial Fund at Newport Hospital was established in 2010 by a \$3 million gift from the Frederick Henry Prince 1932 Trust, conferred by Elizabeth Prince of Newport and her children, Guillaume de Ramel, Régis de Ramel, and Diana Oehrli.

Bradley Hospital

Long-time Bradley Hospital supporter Carol A. Peterson took her philanthropy to an unprecedented level by pledging \$1 million in support of



the renovation to the main entrance of the hospital's Laufer Building. This renovation project is part of a new campaign for Hasbro Children's Hospital and Bradley Hospital. Her gift is the single largest donation to Bradley Hospital since it was founded through bequests from the estates of George and Helen Bradley.

In June, melody filled the air at Rhodes on the Pawtuxet, setting the tone for its 2016 Bravo, Bradley gala, Feel the Power of Music. Chaired by Marcy and Rick Granoff, the event raised a Bradley record of \$557,425 to advance the hospital's pioneering pediatric mental health care, education, and research. Of the total raised, the event's live auction Fund-a-Need generated \$160,250 toward establishing an outpatient clinic for young patients with autism and developmental disabilities.

For the third annual Play4Kids golf tournament, Bradley teamed up with sister organization FRIENDS WAY and raised more than \$126,000 to be split between the two beneficiaries. In addition, the success of the 2015 CVS Health Charity Classic resulted in a generous \$30,000 contribution in support of the Healing Arts Program. Major grants from Shriners of Rhode Island Charities Trust and the June Rockwell Levy Foundation provided

new vans for Bradley Hospital’s residential homes. The year closed with a commitment of \$67,000 from the Rhode Island Foundation to help complete funding for the new Bradley-based PediPRN (Pediatric Psychiatry Referral Network) program.



Feel the Power of Music: Lawrence A. Aubin, Sr.; Margaret M. Van Bree, MHA, DrPH; Lawrence B. Sadwin; Daniel J. Wall; and gala co-chairs Rick and Marcy Granoff.

Gateway Healthcare

More than 8,500 walkers participated in The Autism Project’s fourteenth annual Imagine Walk and Family Fun Day for Autism in April, raising more than \$230,000. Renovations of the Johnston office were completed thanks to a \$106,000 grant from The Champlin Foundations; grants were also received to support social skills groups and Camp WANNAGOAGAIN! from the CVS Health Charity Classic and Autism Speaks. The Rhode Island State Council for the Arts awarded a \$2,000 grant to Gateway Healthcare’s Child and Family Therapeutic Outreach program to develop and implement a group therapy program using photography. Additionally, Baileys’ Team for Autism funded a pilot Peer Mentor Program.

At Capital City Community Center, Hasbro Children’s Fund contributed \$2,500 to purchase food for the Food Pantry. Through generous contributions from community organizations and businesses, Capital City Community Center distributed 160 Thanksgiving baskets to families in need and

purchased gifts for 320 children in the Adopt-A-Child program as well as for 35 seniors. The center also received a \$25,000 grant from the CharterCARE Foundation to support the Smith Hill Early Childhood Learning Center program to prevent obesity and inspire kids and families to become more active.

At FRIENDS WAY, Centreville Bank made a grant of \$25,000 and the Hasbro Children’s fund awarded a \$15,000 grant to help run bereavement groups. The sold-out comedy show, Funny for Funds, held in February raised \$11,500. In April, the annual Diamonds in the Sky gala was attended by nearly 220 guests and generated over \$92,000. Through an online contest run by the Red Sox Foundation, FRIENDS WAY received a \$10,000 grant along with an on-field interview at Fenway Park. FRIENDS WAY also co-hosted its first golf tournament, Play4Kids, with Bradley Hospital and raised more than \$126,000 to be split between the two organizations.



Wally the Green Monster, program director Ryan Loiselle, FRIENDS WAY board chair Robert Andrade, Red Sox president Sam Kennedy, Linda Pizzuti Henry, and Red Sox Foundation executive director Gena Borson.

Lifespan Physician Chiefs



Edward Akelman, MD
Surgeon-in-Chief
Orthopedics
Vincent Zecchino Professor and
Chairman, Department of
Orthopaedics, The Warren Alpert
Medical School of Brown University



Phyllis A. Dennery, MD
Pediatrician-in-Chief
Sylvia Kay Hassenfeld
Chair of Pediatrics
The Warren Alpert Medical School
of Brown University



Douglas C. Anthony, PhD, MD
Pathologist-in-Chief
Professor of Pathology and Laboratory
Medicine, Professor of Neurology
The Warren Alpert Medical School
of Brown University



Gildasio S. De Oliveira, MD, MS, MBA,
Chief of Anesthesiology
Professor of Surgery (Anesthesiology)
The Warren Alpert Medical School of
Brown University



Christina A. Bandera, MD
Chief of Obstetrics/Gynecology
Assistant Professor of Surgery (Clinical)
The Warren Alpert Medical School
of Brown University



Karen Furie, MD
Neurologist-in-Chief
Samuel I. Kennison, MD, and Bertha
S. Kennison Professor of Clinical
Neuroscience and Chair, Department
of Neurology
The Warren Alpert Medical School
of Brown University



William G. Cioffi, MD, FACS
Surgeon-in-Chief
J. Murray Beardsley Professor, and
Chair, Department of Surgery
The Warren Alpert Medical School
of Brown University



Ziya L. Gokaslan, MD, FACS
Neurosurgeon-in-Chief
Gus Stoll, MD, Professor and Chair,
Department of Neurosurgery
The Warren Alpert Medical School
of Brown University

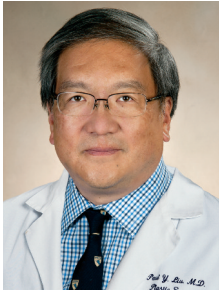


John J. Cronan, MD
Radiologist-in-Chief
Frances Weeden Gibson Professor,
and Chair, Diagnostic Imaging
The Warren Alpert Medical School
of Brown University



Richard J. Goldberg, MD
Psychiatrist-in-Chief
Professor of Psychiatry and
Human Behavior
The Warren Alpert Medical School
of Brown University

Lifespan Physician Chiefs



Paul Y. Liu, MD
Chief of Plastic Surgery
Professor of Surgery (Plastic Surgery)
The Warren Alpert Medical School
of Brown University



Mark Sigman, MD
Chief of Urology
Krishnamurthi Family Professor
of Urology, Professor of Surgery
(Urology), Professor of Pathology
and Laboratory Medicine
The Warren Alpert Medical School
of Brown University



Michael E. Migliori, MD, FACS
Ophthalmologist-in-Chief
Clinical Professor of Surgery
(Ophthalmology)
The Warren Alpert Medical School
of Brown University



David E. Wazer, MD
Radiation Oncologist in Chief
Director, Lifespan Cancer Institute
Professor and Chair, Department
of Radiation Oncology
The Warren Alpert Medical School
of Brown University



Abrar A. Qureshi, MD, MPH
Dermatologist-in-Chief
Professor and Chair, Department
of Dermatology
Professor, Department
of Epidemiology
The Warren Alpert Medical School
of Brown University



Brian J. Zink, MD
Physician-in-Chief
Emergency Medicine
Frances Weeden Gibson–Edward A.
Iannuccilli, MD, Professor and Chair,
Department of Emergency Medicine
The Warren Alpert Medical School
of Brown University



Louis Rice, MD
Chief of Medicine
Joukowsky Family Professor of Medicine,
and Chair, Department of Medicine,
Professor of Molecular Microbiology
and Immunology
The Warren Alpert Medical School
of Brown University

Lifespan Leadership



Timothy J. Babineau, MD
President and
Chief Executive Officer



Crista Durand
President
Newport Hospital



Lisa M. Abbott, MBA
Senior Vice President
Human Resources



Richard J. Goldberg, MD
Senior Vice President
Psychiatry and Behavioral Health



Paul Adler
Senior Vice President
General Counsel



Mark Montella
Senior Vice President
External and Strategic Affairs



Cathy Duquette, PhD, RN
Executive Vice President
Nursing Affairs



John Murphy, MD
Executive Vice President
Physician Affairs

Lifespan Leadership



Cedric J. Priebe, MD
Senior Vice President
Chief Information Officer



Mary Wakefield
Executive Vice President
Chief Financial Officer



Arthur Sampson
President
The Miriam Hospital



Daniel Wall
President
Bradley Hospital
Interim President, Gateway Healthcare



Margaret M. Van Bree, MHA, DrPH
President
Rhode Island Hospital/
Hasbro Children's Hospital



Peter Snyder, PhD
Senior Vice President
Chief Research Officer

Chief Medical Officers and Chief Nursing Officers



Latha Sivaprasad, MD
Senior Vice President
Chief Medical Officer
Rhode Island Hospital



Barbara Riley, DNP, RN
Senior Vice President
Chief Nursing Officer
Rhode Island Hospital



William Corwin, MD
Interim Senior Vice President,
Medical Affairs
Chief Medical Officer
The Miriam Hospital



Maria Ducharme, DNP, RN
Senior Vice President
Chief Nursing Officer
The Miriam Hospital

Chief Medical Officers and Chief Nursing Officers



Henry T. Sachs III, MD
Vice President
Chief Medical Officer
Bradley Hospital



Varen O'Keefe Domaleski, EdD, MSN, RN
Vice President
Chief Nursing Officer
Bradley Hospital



Thomas McGue, MD
Vice President
Chief Medical Officer
Newport Hospital



Orla Brandos, DNP, MBA, MSN, RN
Vice President
Chief Nursing Officer
Newport Hospital

New Lifespan Leadership Appointments

Lifespan's sophisticated health care system would not be possible without the expertise of its leaders, who are among the best in their fields. The past year brought us additional extraordinary clinicians and professionals, even as we had to say farewell to one of our most accomplished and dedicated physicians.

This year we were also very fortunate to welcome impressive new talent, and to benefit from appointing many of our current staff to new roles.



Lisa M. Abbott, MBA, was appointed Lifespan's senior vice president for human resources. In this role, she supports Lifespan's integrated health care delivery system by incorporating contemporary, progressive human resources practices that address and uphold Lifespan's values. Previously, she was associate vice president for

health affairs for human resources and chief human resources officer at Penn State Hershey Medical Center. She holds a master's degree in business administration from Binghamton University in New York.



Edward Akelman, MD, was named chief of the department of orthopedics at Rhode Island Hospital and The Miriam Hospital and Vincent Zecchino professor and chairman of the department of orthopaedics at The Warren Alpert Medical School of Brown University. He is an internationally renowned expert in hand

surgery and orthopedics. He has served as the chief of hand, upper extremity and microvascular surgery at Rhode Island Hospital for the last 30 years. Dr. Akelman's research interests include treatment of Dupuytren's disease, nerve compression syndromes of the upper extremities, wrist and carpal kinematics, and wrist injuries.



Paul Adler was appointed senior vice president, general counsel, and secretary of Lifespan Corporation. He has been with Lifespan for more than 20 years. In his new role, he is responsible for all aspects of Lifespan's legal affairs, including leading Lifespan's legal team and overseeing outside legal services, legal defense and

strategies, governance, business review, labor law, regulatory corporate law, and advising on compliance and physician relations. In addition, he serves on Lifespan's senior leadership team. He received his law degree from the Boston University School of Law, and is a member of the American Health Lawyers Association.



Richard G. Gillerman, MD, PhD, was named Lifespan vice president and chief medical information officer. A pediatric anesthesiologist at Hasbro Children’s Hospital for 20 years, Dr. Gillerman has been active in numerous information technology initiatives at the hospital and across Lifespan. He is

responsible for the oversight of medical informatics in the planning, implementation and advancement of information systems that span all Lifespan clinical and research programs. He also continues to work as an anesthesiologist at Hasbro Children’s Hospital. Dr. Gillerman is a clinical assistant professor of surgery (anesthesiology) at The Warren Alpert Medical School of Brown University. He is board certified by the American Board of Anesthesiology and the American Board of Pediatrics. He has a subspecialty certification in clinical informatics from the American Board of Preventive Medicine, and serves on the Lifespan Physician Informatics Council and the Lifespan Clinical IT Committee. He is a board member of the Lifespan Physician Group.



Steven Lampert, MD, MBA, was appointed president of Lifespan Physician Group (LPG), the state’s largest multispecialty physician group. Dr. Lampert, a cardiologist, joins LPG from Atrius Health in Newton, Massachusetts, where he was senior vice president and regional medical director, responsible for the largest regional

business unit of more than 1,000 employees. Dr. Lampert will focus on bringing more physician groups together to build upon LPG’s value-based, innovative care.



Athena Poppas, MD, FACC, FASE, was appointed director of Lifespan’s Cardiovascular Institute. She is board certified in internal medicine, cardiovascular disease, and echocardiography. She speaks nationally and internationally on valvular heart disease, echocardiography, and heart disease in women, which are her areas of

research focus. She is an associate professor of medicine in the Department of Medicine at The Warren Alpert Medical School of Brown University. Dr. Poppas received her medical degree from the University of Wisconsin School of Medicine and Public Health in Madison, completed her residency at the University of Wisconsin Hospital and Clinics, and completed a cardiology fellowship at the University of Chicago Medical Center. She is a fellow of the American Heart Association, a fellow and past board trustee of the American College of Cardiology, and recent chair of the American College of Cardiology Annual Scientific Session.



Jose Bernardo Quintos, MD, was appointed chief of pediatric endocrinology and diabetes at Hasbro Children’s Hospital. He is board certified in pediatrics and pediatric endocrinology, and specializes in growth disorders, puberty, congenital adrenal hyperplasia, thyroid disorders, and diabetes. He is also director of the Diabetes

Outpatient Education Center and an associate professor of pediatrics at The Warren Alpert Medical School of Brown University. Dr. Quintos received his medical degree from the University of the East in Manila, Philippines. He completed his residency at New York Medical College and Westchester Medical Center (now Maria Fareri Children’s Hospital at Westchester Medical Center) in Valhalla, New York, and a fellowship at New York Presbyterian Hospital and Weill Cornell Medical Center in New York. His research interests include congenital adrenal hyperplasia (CAH), pubertal disorders, growth hormone deficiency, thyroid disorders, and diabetes mellitus in children.



Howard Safran, MD, was appointed Lifespan Cancer Institute's chief of hematology/oncology. He has served as Lifespan's director of oncology cancer research since 2009 and interim director of hematology/oncology since 2015. He is a professor of medicine at The Warren Alpert Medical School of Brown University and

medical director for the Brown University Oncology Group. Dr. Safran received his medical degree from the Boston University School of Medicine and completed his residency and a fellowship in hematology/oncology at the Boston University Medical Center. His esteemed 30-year medical career includes appointments to numerous national task forces and committees, more than 100 peer-reviewed and invited publications, national and international presentations, and principal investigator roles on nearly \$14 million of grant-funded research.



Peter J. Snyder, PhD, senior vice president and chief research officer at Lifespan, was named the inaugural chairman of the Rhode Island Neurosciences Leadership and Steering Committee, the panel responsible for leading a collaboration of Rhode Island's most prominent research institutions engaged in the brain sciences. Lifespan,

Brown University, the University of Rhode Island, Care New England, and the Providence VA Medical Center are committed to working together to make rapid progress in neuroscience research. In his role at Lifespan, Dr. Snyder oversees a research division with approximately 300 researchers, 550 support staff and an \$80 million grant portfolio. Also a professor in the department of neurology at The Warren Alpert Medical School of Brown University, Dr. Snyder received his doctorate in clinical neuropsychology and behavioral neuroscience from Michigan State University in East Lansing.



Steven A. Toms, MD, MPH, FAANS, FACS, was appointed vice chair of the department of neurosurgery at Rhode Island and The Miriam hospitals. He is a professor in the departments of neurosurgery, oncology, and radiation oncology at The Warren Alpert Medical School of Brown University. Dr. Toms joined Lifespan from the

Geisinger Health System in Danville, Pennsylvania, where he was associate chief medical officer and chairman of the department of neurosurgery. He is a reviewer of several prestigious medical journals. His research and professional interests include molecular medicine, brain tumor and epilepsy surgery, and advances in treating gliomas and metastatic tumors. In his Lifespan role, Dr. Toms is also responsible for directing the Brain Tumor Program.



David E. Wazer, MD, was appointed director of the Lifespan Cancer Institute at Rhode Island Hospital, The Miriam Hospital, and Newport Hospital and oversees all Lifespan cancer services. He is also radiation oncologist-in-chief at all three Lifespan acute care hospitals. He is professor and chairman of the departments of radiation oncology at both The Warren

Alpert Medical School of Brown University and Tufts University School of Medicine. He is an internationally recognized expert in the application of new technology in the field of radiation oncology. He earned his medical degree and completed a research fellowship in neurochemistry at the New York University School of Medicine and completed his residency at New England Medical Center and Tufts University. His clinical research interests include the study of the efficacy, toxicity, and cost/utility analysis of image-guided radiation therapy, partial breast irradiation, electronic brachytherapy, and hyperthermia. Dr. Wazer is a fellow of the American Society for Radiation Oncology and the American College of Radiation Oncology and a member of the Radiation Research Society, American Society of Clinical Oncology, the American College of Radiology, the American Radium Society, the American Association for the Advancement of Science, and the American Brachytherapy Society.



Albert S. Woo, MD, was appointed chief of pediatric plastic surgery and director of the Cleft and Craniofacial Center at Hasbro Children's Hospital. Dr. Woo is a board-certified plastic and reconstructive surgeon who treats children and adults affected by a variety of facial and body malformations. He is a faculty member in

the department of surgery at The Warren Alpert Medical School of Brown University. He has more than a decade of clinical experience and is nationally recognized for his skill in complex craniofacial reconstruction. His clinical interests include craniofacial surgery, cleft lip and palate, facial reconstruction, cosmetic procedures, treatment of moles and vascular malformations, trauma reconstruction, and facial paralysis. He is an expert in the field of endoscopic craniosynostosis surgery and craniofacial reconstruction, and he pioneered a new technique for cleft palate repair that improves speech outcomes in both primary and secondary operations. His research interests include cleft lip and palate, velopharyngeal insufficiency, craniosynostosis, robotic plastic surgery, and 3D printing technology. Dr. Woo earned his medical degree from The Alpert School and completed his residency in plastic surgery at Rhode Island Hospital. He also completed a fellowship in craniofacial surgery at the University of Washington School of Medicine in Seattle. He is a member of the American College of Surgeons, the American Society of Maxillofacial Surgeons, the American Cleft Palate-Craniofacial Association and the American Society of Plastic Surgeons. He is the recipient of numerous awards, including *Best Doctors in America* since 2011.

Governance

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Bradley Hospital Board of Trustees

Newport Hospital Board of Trustees

Rhode Island Hospital Board of Trustees

The Miriam Hospital Board of Trustees

Gateway Healthcare Board of Directors

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Chairman

Peter Capodilupo
Vice Chairman

Alan Litwin
Vice Chairman

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President and Chief Executive Officer

Directors

Emanuel Barrows

Roger Begin

Jonathan Fain

Edward Feldstein, Esq.

Michael Hanna

Pamela Harrop, MD

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