Back in the June 22, 2015 Biweekly, we announced AMS was looking for individuals with Long Term Acute Care Hospital (LTACH) experience for an interim management assignment. That team has gone to work at Eleanor Slater Hospital, the Rhode Island Department of Behavioral Healthcare, Developmental Disabilities and Hospitals (BHDDH) facility. In 2015 the hospital was licensed with 284 beds across two campuses. Back then the hospital served 280 patients, nearly all of whom are Medicaid eligible. The operating budget for the hospital was $116 million, with $58 million in state funds.

AMS has provided credentialed executive leadership of Jack Sutherland, advising CEO, Tom Souliotis, advising COO, Karen Sutkowski, advising CNO and Jeanne Beando, JD, RHIA, advising director of Risk Management. Pat Corvino has also served as advising dietary director as well as chief of staff. The AMS executive team and project support teams have provided accountable day to day management, leadership, and analysis to assist the hospital in executing the daily operations and strategic goals of the organization. Some of these positions continue to provide assistance today.

Now, 18 months later, the work has included an AMS team that consisted of 14 different individuals, providing advising leadership and consulting support, evolving as necessary.

AMS worked with state leadership in developing executive job descriptions that reflect industry standards in qualifications and compensation. Each job description was approved by June 2016, and an executive search firm began work on recruiting the senior leadership then.

Cynthia Huether was successfully recruited to be the new CEO and began work a few months ago in that position at the Eleanor Slater Hospital. She recently participated in the Providence Business News Five Questions Series, and a reprint of that article is attached to the Biweekly. “When you have been working to achieve goals for so long, it is heartening to see a talented senior executive come new to the scene from New York State and give a perspective that adds value to what you have worked so hard for” says Alan Goldberg, principal and president. “In a few months, she has already pushed many initiatives forward that we could only move so far as advising senior leadership. We look forward to much more being achieved.”
NEW ENGLAND BAPTIST HOSPITAL JOINS LAHEY CLINIC AND BIDMC MERGER

When one looks at predictions for the future of hospitals and health systems, years ago pundits predicted the country would have 100 “super size” hospital systems in the future. AMS predicted 25. At the American College of Healthcare Executives 2017 Congress on Healthcare Leadership held this past March in Chicago, speakers now predict 20 future national systems. AMS maintains our prediction of 25. However, if that is going to happen then many more smaller systems and independent hospitals are going to merge with larger systems. One Massachusetts system took a step in that direction as last week it was announced that New England Baptist Hospital (NEBH), Boston, MA, was joining the Beth Israel Deaconess Medical Center (BIDMC), a Harvard Medical School teaching hospital in Boston, and Lahey Health, Burlington, MA, located 20 miles northwest of the city, in a new system.

NEBH is a 98-bed, free standing, independent orthopedic and musculoskeletal care hospital with 1,000 employees and phenomenal outcomes. On February 5, 2014, BIDMC entered into a partnership with NEBH to create one of the nation’s top destinations for orthopedic and musculoskeletal care. This strategic partnership capitalizes on the complementary strengths of the two institutions and their respective medical staffs, which will combine NEBH’s specialization in orthopedics with BIDMC’s depth and breadth of clinical services, broad geographic network and outstanding research.

Additionally, NEBH has announced a long term goal to leave its Boston campus high up on a hill, and move to the Longwood Medical area where BIDMC is currently located. The deal is subject to review by the state, which could take a year.

NEBH, and some hospitals in both the BIDMC System and Lahey Health System are current clients of AMS.

SPRING CONFERENCE: THE REVOLUTION CONTINUES

On Thursday, May 25, 2017, ACHE of Massachusetts will hold their Spring program at the Sheraton Framingham Hotel. Announced speakers include:

- James Capretta, Resident Fellow and the Milton Friedman Chair, American Enterprise Institute
- Richard Frank, Ph.D., Margaret T. Morris Professor of Health Economics in the Department of Health Care Policy, Harvard Medical School
- Larry Goldberg, Larry Goldberg Consulting
- Jonathan Gruber, Ph.D., Ford Professor of Economics, Massachusetts Institute of Technology
- Alan Macdonald, President and CEO, Hallmark Health Systems, Inc.
- Steven Tringale, President and CEO of Tringale Health Strategies LLC

Registration is through the ACHE of Massachusetts web site.
RECENT INTERIM MANAGEMENT ASSIGNMENTS
JANUARY–MARCH 2017

AMS Interim Management is a combination of consulting and management where AMS runs the department or function. We have been providing interim management recently in the areas below including clinical areas and health information management and compliance.

HEALTH INFORMATION MANAGEMENT AND COMPLIANCE GROUP (HIMC)
Director, HIM Hospital System, NH
Director, HIM University Health System, MA
Director, HIM Community Hospital, MA
Director, Privacy Academic Medical Center, MA
Manager, Compliance Academic Medical Center, MA
Operations Manager, HIM Academic Medical Center, MA
Vice President, Risk Management State Hospital, RI

SYSTEMS ENGINEERING GROUP (SEG) - CLINICAL
Chief Executive Officer, Chief Operating Officer, State Hospital, RI
Chief Nursing Officer
Dietary Director State Hospital, RI
Laboratory Operations Manager Community Hospital, MA
Laboratory Compliance Office Academic Medical Center, NY
Sterile Central Supply Director Community Hospital, MA

Available for Immediate Placement
HIM Directors
Please contact an AMS Principal with your request

Contact AMS Principals:
Pat Abrami – pabrami@aboutams.com
Paul Camara – pcamara@aboutams.com
Donna Watson Dillon – dwdillon@aboutams.com
Michael Foley – mfoley@aboutams.com
Alan Goldberg – agoldberg@aboutams.com
Jennifer Owen Schuster – jschuster@aboutams.com
PBN: What motivated you to take this leadership position with Eleanor Slater Hospital, which has been so troubled?

HUETHER: The size of the system was what first interested me. As you may know, the Eleanor Slater Hospital system currently occupies four units – Regan, Pinel and Meyer units in Cranston and our Zambarano unit in Burrillville. During the interview process with the teams from the R.I. Executive Office of Health and Human Services and the ESH staff, I was impressed with the compassion and vision that everyone articulated about the system.

I am excited for the opportunity to work with like-minded people who share my views about serving those living with a behavioral health disorder. I have years of experience in the health care field, including in C-suite positions, and I look forward to building our new leadership team. What are those key skills and expertise do you possess that will help you, as well as your senior staff, “right the ship” at the hospital and chart a smooth course?

HUETHER: One of the reasons I was drawn to this position is because it brings in all the areas of health care in which I have worked. Some of the relevant experience I bring to this job is having worked in New York state government and as executive director/CEO for a developmental disabilities organization, a rehabilitation center and two large behavioral health systems. All of these areas are represented in the Eleanor Slater Hospital system, where we care for those living with a developmental disability, those who need long-term rehabilitative care and those living with a behavioral health disorder. I have years of experience in identifying issues and implementing innovative solutions to create an environment in providing high-quality, compassionate care while expanding access and keeping costs in line.

PBN: Two years from now, how will Eleanor Slater Hospital be different than it is now, as a result of your leadership?

HUETHER: Some aspects of Eleanor Slater Hospital will never change – that is, we are a hospital working with patients and their families where dignity, individuality and respect are top of mind. Much of the difference will be where the care is delivered. We are working on the consolidation of forensic and other psychiatric patients on the Cranston campus in units that are more suitable to better support patient and staff safety, while care for medical patients will be centralized at our Zambarano facility. I expect that we will remain ever focused on adopting evidence-based practices striving to be a high-reliability organization.

HUETHER: AMS focused on benchmarking hospital operations and practices with national and best practice models while remaining focused on staff needs and working with patients and their families in a compassionate environment. From what I can determine, in the limited time I have been here, AMS accomplished that and a great deal more. There are many achievements, but a few that stand out are these: Developing a new organizational staffing model; creating a Patient Safety Committee; initiating daily safety huddles; implementing a Nursing Professional Council (which is an industry gold standard); realizing savings of nearly $1 million by changing a few staffing models and creating patient care safety fair to refrain staff. They have made significant strides and I am excited at the prospect of continuing the work they started and building on it.

PBN: What key skills and expertise do you possess that will help you, as well as your senior staff, “right the ship” at the hospital and chart a smooth course?

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