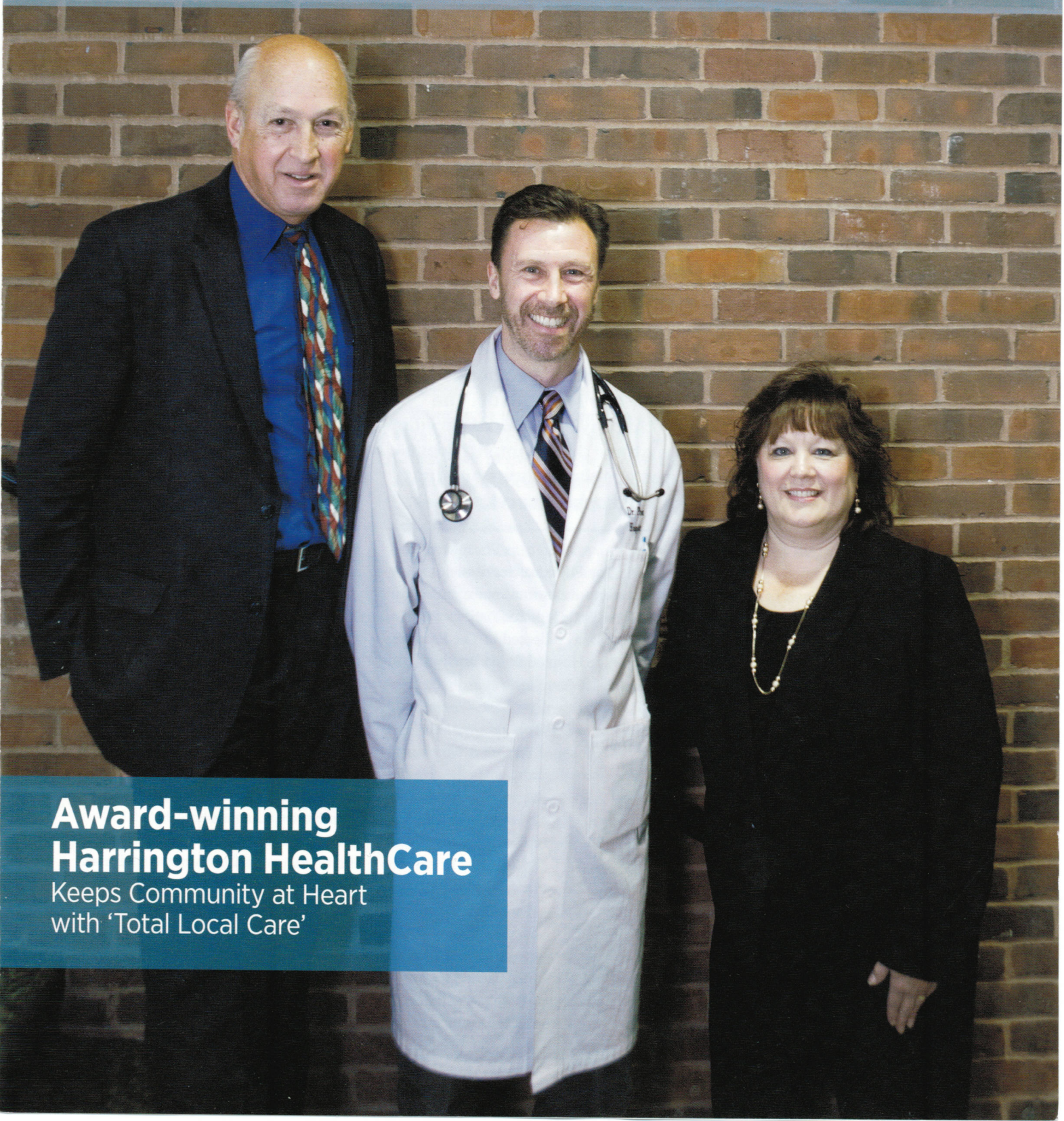


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Award-winning Harrington HealthCare

Keeps Community at Heart
with 'Total Local Care'

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By Carrie Frye

PROVIDING COMPREHENSIVE INPATIENT AND OUTPATIENT SERVICES, HARRINGTON HEALTHCARE SYSTEM FOCUSES ON CLINICAL INITIATIVES TO BEST SERVE PATIENTS IN SOUTH CENTRAL MASSACHUSETTS AND NORTHEASTERN CONNECTICUT.

SINCE 1931, HARRINGTON has delivered quality medical care to meet the growing needs of its service area. In the last seven years, however, Harrington's growth has been dramatic, as it has expanded from

expands its reach from beyond the campus in Southbridge into 15 surrounding communities. The system includes Harrington Hospital, the Cancer Center at Harrington, Harrington HealthCare at Charlton, Webster, and Spencer, and the affiliated

The Wound Care Center at Harrington offers specialized treatment for healing chronic or non-healing wounds. The only source of hyperbaric oxygen therapy in the local service area, the Wound Care Center also offers debridement, dressing selection and care, diabetic and specialty shoes and foot care as well as patient education and support services.

a small community hospital into a major regional healthcare system that has earned national acclaim.

Today, Harrington HealthCare System features personalized care and advanced technology. The mission remains one of "Total Local Care" (TLC) as Harrington

A giant leap: Kathleen Davis, Vice President of Quality, Patient Safety and Risk Management (L), seen with Michelle Lewis, RN, works closely with clinical departments to optimize Harrington HealthCare's quality, safety and patient satisfaction, all of which have received national recognition from Leapfrog and other groups.



Harrington Physician Services.

Harrington maintains exceptionally high quality, safety and patient satisfaction scores, as reflected in The Leapfrog Group's Top Hospital and Safety Awards in 2013 and 2014.

"For two years, we have received the

Top Hospital Award. Only 19 urban hospitals across the country have achieved this twice in a row, so it is quite an honor," says Ed Moore, President and CEO of Harrington HealthCare System since 2007. "We developed a growth strategy and launched many initiatives that have contributed to our success."

Moore and the Harrington HealthCare Board of Directors share a vision to expand services and remain an independent, nonprofit healthcare entity.

"We have established a true presence in our general service area," says Jim Waddick, Chair of the Board of Directors of Harrington HealthCare. "Patients seek care at our primary care offices and ancillary services, and our volumes have doubled since 2007."

Physician Recruitment

A growing patient population has increased Harrington's needs for a highly trained physician base.

"We created Harrington Physician Services to recruit primary care and specialty physicians and make a concerted effort to invest in much-needed programs to bring services to the local community in a coordinated fashion," Moore says.

A paradigm shift toward population health and value-based care also drove Harrington to focus on primary and specialty care as ways to manage and balance patient care while controlling costs.

One of Harrington Physician Services' first initiatives was a hospitalist program.

"The demands of primary care keep physicians focused on their patients," says Arthur Russo, MD, Chief Medical Officer. "Providing a hospitalist service allows primary care providers to keep their patients at the forefront of their work."

A TEAM SPORT

“At the Cancer Center at Harrington, we have someone here every day who can consult with a cancer patient or the family. Our full complement of oncologists and specialists — representing surgery, radiation oncology, medical oncology, social work, nursing pathology and radiology — meets regularly in a tumor board to review patient cases and decide on the best treatment approach.”

— Christopher W. Seidler, MD, Medical Director, Cancer Center at Harrington and Associate Professor of Medicine, UMass Medical School

with major medical centers. For instance, Harrington collaborates with Boston Children's Hospital as well as Harvard Medical Faculty Physicians from Beth Israel Deaconess Medical Center who read patient scans as part of a comprehensive diagnostic imaging program.

A partnership between Harrington HealthCare and UMass Memorial Medical Center established an electronic

intensive care unit (eICU) program that blends clinical medicine with technology.

“Our relationship with the UMass ICU allows their trained intensivists to monitor high-acuity patients remotely,” Moore says.

“With our eICU program, we can take care of those patients in-house,” Dr. Powers adds. “It gives greater reassurance to primary care doctors, and patients appreciate that this level of care is available locally.”

Wound Care

The Wound Care Center at Harrington for nonhealing and chronic wounds is further evidence of the healthcare system's commitment to local services. Treatments there include hyperbaric oxygen therapy, which is otherwise unavailable in the immediate area.

“The wound care center has truly filled a gap in care,” Dr. Powers says. “It allows many patients to receive care close to home rather than travel to receive therapy for nonhealing wounds.”

Cancer Care

Established in 2009, the Cancer Center at Harrington — a \$14 million facility on the hospital's main campus — offers comprehensive hematology, medical oncology and infusion, as well as radiation oncology services, including state-of-the-art intensity modulated and image-guided radiation therapies. The center also provides counseling, social work programs, and nurse navigators for

breast cancer patients, and soon, lung cancer patients.

“We wanted a full-time oncology presence,” says Christopher Seidler, MD, Medical Director at the Cancer Center at Harrington and Associate Professor of Medicine at UMass Medical School. “We also work with Boston Medical Center, UMass Memorial Medical Center and Massachusetts



Leading the way: Ed Moore (R), and Board Chair Jim Waddick share a vision and carefully monitor the bottom line.

General Hospital to coordinate care for cancer patients. Routine, community chemotherapy for breast, lung and colon cancer can all be done here more conveniently and at a much lower cost.”

Cancer patient outcomes remain at the forefront of the Cancer Center, which is part of the national Surveillance, Epidemiology, and End Results Program database, a premier resource for cancer statistical data compiled by the National Cancer Institute.

“We compare our outcomes stage for stage with national outcomes, and ours are equivalent or better,” Dr. Seidler says.

Caring for the Community

TLC for Harrington also means significant community outreach, with many services and fundraising events provided through the Auxiliary and volunteers.

“We’re always looking at ways to expand our services while we keep a watchful eye on the bottom line,” Moore says.

Harrington's goals for 2015 include growing its Webster ED and opening an Urgent Care Center in Charlton.

“Our new Webster ED and urgent care facility in Charlton result from being proactive to provide what the community needs,” Moore adds. “We have great access to care, a focus on quality and patient safety, and high patient satisfaction, and we are continuing to preserve our independence as a nonprofit community hospital.”

To refer a patient, please call 508-765-3145. For all other inquiries, please call the main number at 508-765-9771 or visit harringtonhospital.org. ■

High-touch and high-tech: The Cancer Center at Harrington's Medical Director Christopher Seidler, MD, consults with a patient in one of the infusion suites.



"As the healthcare world changes, Harrington HealthCare System has continued to grow, do what it needs to do for the community and remain independent, because we believe it is better for the community to have decisions made by people who live and work here. We are proud to be one of the few remaining nonprofit community healthcare systems."

— Ed Moore, President and CEO of Harrington HealthCare System

Frank Powers, MD, who joined the hospitalist program in 2008, serves as its Director as well as President of the medical staff.

"By focusing only on inpatient care, our hospitalist service gives a greater comfort level to primary care doctors as well as patients, who have gained confidence in the hospital for themselves and their family members," Dr. Powers says.

The recent addition of an innovative \$9 million Emergency Department to Harrington's Webster campus also created a need for quality clinicians to treat the 12,000 patients already seen at the facility annually, a number that is expected to rise.

"We rebuilt our Emergency Department with all residency-trained, board-certified emergency medicine physicians, and it has greatly improved the general health of our community," Dr. Russo adds.

Quality and Patient Safety

Harrington HealthCare's clinical endeavors also required initiatives to optimize quality of care, patient safety and patient satisfaction.

"We reinvigorated our quality and safety initiative with our first CUSP — a comprehensive unit-based safety program — team in 2010 and focused on the intensive care unit," says Kathleen Davis, Vice President of Quality, Patient Safety and Risk Management.

Harrington's CUSP team implemented preventive measures against central line-associated bloodstream infections because of the significant mortality rate associated with them. As a result, patients have experienced no central line infections as

well as no ventilator-associated pneumonia over the last five years, according to Davis.

Utilizing Press Ganey to measure patient satisfaction, Harrington achieved the 97th percentile ranking for its Emergency Department care in the last reporting period and the 99th level for inpatient satisfaction, Davis notes.

"Quality is a never-ending quest," Waddick adds. "We have to constantly find ways to enhance the breadth and depth of the services we offer."

Patient outcomes and the delivery of quality care are also key to Harrington's Stroke Center, which received the American Heart Association/American Stroke Association's "Get with the Guidelines" Silver Plus achievement award.

Harrington's cardiac care and mammography services, as well as obstetrics/gynecology and Women's Services, were also recognized for their clinical excellence.

Behavioral Health

Recognizing a community need for more responsive behavioral health, Harrington recently secured grant funding to fold a behavioral health component into primary care offices, making it much more accessible to patients. Harrington's 14-bed inpatient psychiatry unit and related efforts help patients and their families cope with mental illness.

"Having inpatient psychiatry is a wonderful benefit for a hospital of this size," Dr. Powers says.

Care Partners

Another way Harrington HealthCare extends TLC is through partnerships



Open for business: (L-R) Emergency Care Center Assistant Nurse Manager Beth Dowd, Emergency Medicine Physician John Flanagan, MD, and Satellite Operations Manager Pam Zouranjian-Connor prepare for opening of the new Remillard Family Emergency Department on Harrington's Webster campus.

THE WAIT IS OVER: INNOVATIVE \$9M EMERGENCY DEPARTMENT OPENS

WITH A BIG boost from private donors and an allocation by the state of Massachusetts, The Remillard Family Emergency Department (ED) in Webster is a reality.

Harrington HealthCare's Webster ED has been transformed inside and out, more than tripling in size from 3,000 to 13,000 square feet and incorporating the latest state-of-the-art technology to provide advanced treatment capabilities around the clock. Additions include:

- + Ambulance entrance for EMS patients
- + New main entrance and waiting areas
- + Nine patient treatment rooms, including cardiac, negative pressure isolation, and trauma
- + Private family waiting areas
- + Three separate treatment areas for psychiatric ED patients

"It was imperative to develop a community emergency department that can treat every patient or stabilize and transfer them when necessary, and I think this is going to have profound impact," says Arthur Russo, MD, Chief Medical Officer of Harrington HealthCare System. "Again, this is an example of caring for patients who no longer have to travel to Worcester and other areas when they need immediate help."

"In the Harrington EDs in Southbridge and now in Webster, we aim to see patients in 15 minutes or less, which is the shortest wait time in the region," says Ed Moore, President and CEO of Harrington HealthCare System. ■