



Some of the friendly, competent nursing professionals who deliver high quality care to parents at Harrington HealthCare System's Family Birthing Center in Southbridge

Harrington's Family Birthing Center Earns Blue Distinction Center Plus Designation

Harrington HealthCare System was named a *Blue Distinction Center Plus for Maternity Care* by **Blue Cross Blue Shield Association (BCBSA)** for its expertise and efficiency in delivering specialty care.

Each year, BCBSA recognizes hospitals nationwide that have demonstrated expertise in delivering quality specialty care — safely, effectively and cost efficiently. Harrington was one of only five hospitals in the state, and the only hospital in central Massachusetts, to earn the designation for 2015.

Harrington's maternity, labor and delivery department is a specialty service at its main hospital campus in Southbridge with about 300 births per year. All patient rooms are private.

The nursing staff supports a comprehensive care plan for each individual that promotes mental, physical and emotional health for mom and baby. Maternity nurses are specially trained for every type of birth; only 3% of infants born at Harrington in 2015 required a transfer to other hospitals.
(Continued on back page)

Harrington HealthCare System at the Forefront in Responding to Massachusetts Opioid Crisis

In response to staggering statistics about drug abuse over the past decade — all which indicate the most threatening behavioral health concern in years — Harrington continues to pursue detailed and multi-stage initiatives to help southern Worcester County combat the opioid crisis.

"Today, heroin is more accessible, inexpensive and pure than ever in history," said **Greg Mirhej, Harrington vice president of outpatient behavioral health and director of recovery services.** "We have to ensure we are providing services that are accessible and integrated, both from an inpatient and outpatient perspective."

In the last three years, we have doubled the capacity for outpatient addiction treatment facilities, and our substance abuse program also offers the most rapid and intensive Suboxone program in the state.

Harrington has taken a proactive role within the local judicial and law enforcement community. There is an established relationship with police departments, as well as a proactive role in the drug court system, creating access to treatment for individuals who are sentenced to counseling.

The biggest initiative in progress is the construction of a 16-bed inpatient unit located at the **Harrington HealthCare at Webster** campus, set to open by the end of 2016. It will be the first in our region to offer treat-

Conveniently located across from Market Basket Plaza Harrington HealthCare System to Open Second Urgent Care Express in Oxford

The Town of Oxford Planning Board has approved **Harrington HealthCare System's** plans to build a second **UrgentCare Express** in Oxford early this summer.

Harrington Physician Services, an affiliate of **Harrington HealthCare System**, recently signed a lease with Dorr Aviation Credit Corp. to renovate 5,000 square feet of a building located at 78 Sutton Avenue, across the street from Market Basket, Home Depot and the new Oxford Crossing retail center.

Construction will create approximately 11 exam rooms, in addition to X-ray and lab services.

President and CEO Ed Moore. "The urgent care facility in Oxford will mirror the one we operate in Charlton, including being staffed by board-certified physicians."

"This service bridges the gap between primary care and the emergency room. It also gives patients the option of being seen after-hours or on the weekend," said **Kristin Morales-Lemieux, executive director of Harrington Physician Services.**

Morales-Lemieux differentiated urgent care from retail "minute clinics," which typically employ mid-level nurse practitioners and treat only minor illnesses, without access to lab or X-ray.

(Continued on back page)

Harrington's first **UrgentCare Express** opened in September inside the **Harrington HealthCare at Charlton** medical office building at 10 North Main Street where it has continued to exceed projected patient volumes, further affirming the demand in the community for this type of medical care. The center provides walk-in medical care for non-life-threatening injuries and illnesses, with access to on-site imaging and lab services.

"We can see from our urgent care center in Charlton that there is a need in the community for this type of service," said **Harrington**



URGENT CARE at Harrington
express
Our doctors make the difference.

ment for mental health disorders and substance abuse. Commonly coined a "dual diagnosis" unit (DDU), the treatment structure is fairly new to the medical field. Up until the 1990s, individuals who were experiencing mental health disorders were treated separately from those who sought help for drug and alcohol abuse.

"So much has changed about the behavioral health crisis in the nation," Mirhej said. "Dual diagnosis has achieved great success in treating patients because it creates a continuum of care, yet many are reluctant to pursue this type of treatment. Harrington recognizes the importance of blending mental health and substance abuse to promote effective care."

Design and construction of the new DDU is expected to cost \$3.2 million. Almost 50% of the project cost has been secured via a grant from Phase II of the **Massachusetts Health Policy Commission's Community Hospital Acceleration, Revitalization, & Transformation (CHART)** investment program. The remaining \$1.8 million to complete the project is being procured through fundraising.

On May 21, Harrington will hold a major fund raiser, *A Fare to Remember*, to help build the inpatient unit. The event will be held at the **Southbridge Hotel and Conference Center** and feature a live auction, silent auction, cocktail reception, live entertainment and fine cuisine from a number of local restaurants (see box, below).



A Fare to Remember Saturday, May 21, 2016 • 6 PM • Southbridge Hotel and Conference Center

A delightful evening of fine cuisine from some of the area's most creative chefs, plus live entertainment and auction.

Featuring outstanding fare from these fine restaurants: Baba Sushi • Metro Bistro •

The Publick House • Rovezzi's Restaurant • Table 3 Restaurant Group • The Twisted Fork • Visions Restaurant • Vienna Restaurant.

All proceeds to benefit the new 16-bed, Dual Diagnosis Unit at our Webster campus.

THANK YOU to our Platinum Sponsors: DiGiorgio Associates, Inc./Monitor Builders, Inc., Fallon Health and Webster Five

For more information, please visit the event website at <http://harrington.kintera.org/faretoremember>

A message from our CEO

2015 - The Year in Review

Dear Harrington Service Area Residents,

2015 was a year that was both very challenging and very rewarding. Harrington continues to leap forward, as reinforced by recent accolades from the prestigious *Leapfrog Group* and many other industry sources—and we plan to enhance our position as a preeminent community healthcare system in south central Massachusetts and Connecticut.

Thanks to the hard work and dedication of our physicians, staff, Board of Directors, leadership and volunteers, along with generous donors from throughout the 21-plus communities we serve, we can look back at our accomplishments that so many in our field have called “truly remarkable.”

Accolades keep coming on a local, regional and national level. Indeed, we continue to be recognized as one of the leading healthcare systems in the nation in terms of quality, safety and patient satisfaction. I am pleased to highlight many of our achievements in this publication.

Last year, we added many outstanding primary care physicians and specialists to our healthcare system and to Harrington Physician Services, one of the area’s most robust outpatient physician groups. We also renovated many satellite physician offices and invested in other office and technology upgrades.

Throughout the year, Harrington continued to expand its support for community causes through fund-raising walks, health fairs, and other venues.

We were active at schools, houses of worship, senior centers, and civic associations. We participated in healthcare celebrations on-site and through ongoing community outreach with our popular Harrington on Wheels van, bringing free resources and screenings to our service area.

Year-round, Harrington keeps our communities healthy, with accelerated recent efforts to address growing behavioral health needs and the substance abuse crisis in our area.

Looking ahead, a major initiative will be the opening of the much-needed inpatient psychiatric dual diagnosis unit on our Webster campus. We’re also working to firm up plans to open more facilities and further expand our healthcare provider network.

We don’t rest on our laurels. With your help, we will continue to move forward. Please stay connected with us on social media and our website!

Warm regards,



Ed Moore
President and CEO
Harrington HealthCare System, Inc.



Edward H. Moore
President & CEO

January 2015

Harrington PHO Earns Lower Co-Pays for Area Blue Cross Patients

The Harrington **Physician Hospital Organization (PHO)** moved from a *Basic Benefits Tier* to a lower cost *Standard Benefits Tier* on **Blue Cross Blue Shield of Massachusetts** insurance plans, resulting in lower co-pays for those who use Harrington services.

The change is a result of Harrington’s recognition for its high quality performance and system-wide cost reductions. In 2014, Harrington was one of 60 urban

hospitals nationally to be designated a top performing hospital by the **Leapfrog Group**, a national healthcare quality organization, marking the second consecutive year Harrington has received the award.

With this update, Blue Cross members now have lower out-of-pocket costs when receiving services at any Harrington site or by any active physician on Harrington’s medical staff.

February 2015

Board Certified Genetic Counselor Joins Cancer Center at Harrington Professional Staff

In February, Harrington added a genetic counselor to its cancer center staff, further enhancing the advanced oncology services offered to the community.

Asma Rashid is a licensed and board-certified genetics counselor and a member of the **National Society of Genetic Counselors** who has specialized as a cancer genetic counselor for more than 10 years. She earned her undergraduate degree at Mount Holyoke College and a master’s degree in genetics from the University of Arizona.

Genetic counseling provides information and support for individuals with an inherited or genetic risk for cancer. Rashid helps individuals understand their risk for hereditary cancer by reviewing family history, explaining risks for hereditary cancers, discussing benefits and limitations of genetic testing, and outlining medical management options with their physician.

“We want patients to have critical pieces of information necessary so they can make informed decisions about their health,” said **Pam Zouranjian Connor**, director of **The Cancer Center at Harrington**.



“Genetic counseling can be an important part of the treatment plan, and Asma brings a wealth of information to patients in Harrington’s service area. We look forward to her helping people understand and adapt to the medical, psychological and familial implications of genetic testing.”

Not all patients who schedule an appointment with Rashid have a cancer diagnosis. Many high-risk patients may be referred for counseling, but Connor points out an additional benefit of the service is to be proactive about a patient’s risk.

To inquire about a genetic counseling appointment, call (508) 765-2259.

Harrington HealthCare System, Inc. Board of Directors

James Waddick, *Chair*
Anthony J. Deterando, *Vice Chair*
Edward H. Moore, *President and CEO*
Mark Palmerino, *Secretary*
Thomas Sullivan, *Treasurer*
Theresa Colognesi, *HPS Board Representative*
Jose Dingui
Anthony M. Deterando, *Ex-Officio*

Piotr Grabias, M.D.
Laurence Morrison
Karen Spiewak, M. Ed.
John G. Stagias, M.D.
Francis Powers, M.D. *Medical Staff President*
Ronald J. Vairo
John Michael McGlone
Robert Muenzberg, Jr.

January 2015

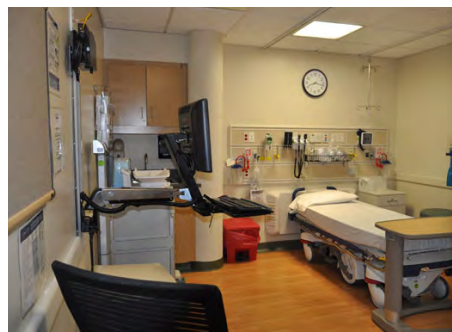
Remillard Family Emergency Department Opens

The new **Remillard Family Emergency Department** officially opened its doors on Monday, January 26, 2015 at the **Harrington HealthCare at Webster** campus at 340 Thompson Road, following Massachusetts Department of Public Health approval.

The \$8.8 million facility marked the first significant renovation to the Emergency Department in more than 30 years, with nine private exam rooms, a separate ambulance entrance, two new waiting rooms, enhanced patient privacy and a renovated central registration area.

“This ushers in a new era of healthcare for the community,” said Harrington’s **Chief of Emergency Medicine Jim Sullivan, M.D.**

Monitor Builders, Inc. served as construction manager for the project, with the design assistance of **DiGiorgio Associates** of Boston. The new-and-renovated 13,000-square-foot addition took just over 13 months to complete.



The project was made possible largely due to **Arthur Remillard, Jr.** and the **Remillard Family Foundation**, who pledged a \$4 million matching gift in early 2012.

Other significant donors came forward including Chris and Bev Robert, Gerald and Marilyn Fels, Randy and Donna Becker, Norm and Esther Lavoie and the Janet Malser Humanities Trust. Former State Senate President Pro Tem Richard Moore also helped secure \$1.5 million from the state’s fiscal 2014 budget specifically to support the campaign.

April 2015

Wound Care Center at Harrington Earns Healogics Center of Distinction Award

In April, the **Wound Care Center at Harrington** received the **Center of Distinction Award** by **Healogics, Inc.**, the nation’s largest provider of advanced wound care services. The center, located at **Harrington HealthCare at Charlton** at 10 North Main Street, achieved and exceeded all clinical and quality benchmarks for 12 consecutive months.

The clinical and quality benchmarks included wound healing rates and patient satisfaction scores greater than 95 percent, among other quality outcomes. **The Wound Care Center at Harrington** was one of only 172 centers that achieved the honor, out of 506 eligible centers.

“We take immense pride in our individualized, high quality patient care standards,” said **Lynn Boucher, Director of The Wound Care Center**. “Our patients are our priority every day, and we are very happy to receive this award. This achievement speaks to the commitment every member of the team delivers every day, to every patient. This is the investment Harrington makes.”

The **Wound Care Center** opened in 2010 and has treated more than 1,500 new patients. The center features a variety of comprehensive treatments for chronic, non-healing wounds, including specialty dressings, debridement, and hyperbaric oxygen therapy.

Chronic and non-healing wounds can result from a number of factors, including diabetes, poor circulation, trauma, vascular disease, and immobility. An estimated



Patient Tom Johnson, shown here with his dog, Winston, sat down with us recently to talk about his positive experience at the **Wound Care Center at Harrington**. To read about Tom’s experience, visit harringtonhospital.org and click on “Patient Stories.” Photo: Erika Sidor

eight million Americans suffer from chronic wounds.

The Wound Care Center at Harrington, part of **Harrington HealthCare System**, is a member of the **Healogics Network** of more than 635 centers, and provides access to benchmarking data and proven experience treating more than two million chronic wounds.

The Wound Care Center at Harrington
10 North Main Street
Charlton, MA 01507
Hours of Operation:
Monday through Friday, 8 a.m. to 4 p.m.
Phone: 508-248-8105

May 2015

Healthgrades Rates Harrington a Top Hospital for Patient Experience and Patient Safety

Harrington was one of the nearly 1,000 hospitals across the country that were recognized as top hospitals for either *patient experience* or *patient safety* by the Denver-based **Healthgrades** rating company. Harrington was also the only hospital in the greater Worcester area and south central Massachusetts to be selected in both categories.

The **Patient Experience Awards** are based on the polling of patients who visited the hospitals in 2013. The **Patient Safety Awards** were based on the review of claims data from the *Centers for Medicare and Medicaid Services* for hospital stays from 2011 to 2013.

"This national distinction, which follows our **Leapfrog Top Hospital** designation, is another affirmation of our commitment to superior patient care and quality," said **Harrington President & CEO Ed Moore**. "The award is a result of the dedication of our healthcare providers, staff, and volunteers to help make **Harrington HealthCare System** so outstanding."

To view the two Healthgrades lists in their entirety, visit this website:

<http://www.healthcarefinancenews.com/>

May 2015

Harrington's First Ever 5K Color Run Raises More Than \$11,000 for New Inpatient Mental Health Unit

The weather could not have been better on May 3 for **Harrington HealthCare System's Take a Mental Health Day 5K Color Run**, when more than 250 people came out to celebrate Mental Health Awareness Month with the healthcare system's first ever color run/walk. The event was a fundraiser for an inpatient psychiatric unit to be constructed at **Harrington HealthCare at Webster**. The 16-bed adult unit will offer a secure hospital setting to receive care for a variety of behavioral health issues.

Although the initial goal was to raise \$5,000, the event raised more than \$11,000 due to high attendance and generous donations from the community and local businesses.



With music pumping from **DJ Phou**, participants displayed high energy as they prepared for the 3.2 mile course, which led them through a trail run in Westville before returning to Sayles Street. Along the course, runners and walkers passed through four color stations – comprised of food-grade, non-toxic cornstarch powder in blue, red, yellow, and green – the last color station being at the finish line.

Food, raffles and vendor tables were just some of the other highlights the community was able to enjoy during the event. People emerged at the finish line splashed in an array of colors and enjoyed taking pictures with friends.

Nearly 50 students from **Nichols College** volunteered their time to work the color stations and be race guides for the participants.

The event's two premiere sponsors were **Vibram** and the **Harrington Auxiliary**. Additional business donors included United Lens, Spiewak Consultants, Southbridge Hotel and Conference Center, Southbridge Savings Bank, Chad's Coalition, Sturbridge Women in Business, Dance to Live Foundation, and Dumpster Services of Spencer.

May 2015 and December 2015

Harrington HealthCare Earns Seventh & Eighth Consecutive "A" Grade from Leapfrog

In May, **Harrington HealthCare System** joined an elite list of hospitals across the nation to earn **seven consecutive "A" grades** - the highest letter grade available - from healthcare rating organization **The Leapfrog Group**. Then, in December, we did it again, earning our **eighth consecutive "A" grade**.

Twenty-eight measures of publicly available data are weighted and then combined to produce a single letter-grade score that reflects a wide scope of safety measures, including how well hospitals protect patients from accidents, errors, injuries, and infections. **Harrington is one of only 133 hospitals nationwide to achieve eight consecutive A's**. More than 2,500 hospitals are graded twice annually.

According to a recent study in *The Journal of Patient Safety*, research indicates consumers will choose safer hospitals 97 percent of the time. "Patient safety is of paramount importance to us at Harrington HealthCare System," said **Ed Moore, President and CEO**.

"This is a remarkable honor and speaks to the dedicated work of each member of our medical team."

The latest **Leapfrog** rating is one of a number of quality and patient safety achievements at Harrington HealthCare System recently. Among Harrington's achievements are:

- A four-star ranking in April 2015 by the Centers for Medicare and Medicaid based on data from the 11 publicly reported HCAHPS measures
- Ranking among the top 2 percent of all hospitals in the country for short wait times, according to statistics compiled by a healthcare publication, *Becker's Hospital Review*.
- Mass. Department of Public Health SCORE (Stroke Collaborative Reaching for Excellence) Award for defect-free care
- A statewide award by an advisory panel to the Massachusetts Department of Public Health (DPH) for the exemplary work of its TB Clinic.
- Joint Commission Top Improver for CORE Measures



What is the Leapfrog Group?

The Leapfrog Group was established in 2000 in large part to help reduce preventable medical mistakes. The Hospital Safety Score provides data and research to help make informed decisions. The Top Hospital Award is given to hospitals for demonstrating excellence in hospital safety and quality. According to Leapfrog, a hospital may have the best surgeons and greatest technology in the world, but unless it is preventing infections and eliminating errors, it is not ensuring the safety of patients and loved ones. Leapfrog safety scores are public information and can be found by visiting <http://www.hospitalsafetyscore.org>.

SAVE THE DATE!

The 5K Color Run/Walk returns as part of the **Harrington Auxiliary Lucky Duck and Family Fun Day** on **Sunday, May 1, 2016!**

Visit this link to register online:
<http://www.harrington.kintera.org/Run2016>



June 2015

Harrington Launches Early Detection Cancer Screening Program

For many years, the incidence of lung cancer has been rising across south central Massachusetts. In most cases, by the time patients are seen or diagnosed, they have entered Stage 3, which usually indicates more extensive lymph node involvement, or stage 4, which indicates distant spread.

In an effort to reverse those trends, **Harrington HealthCare** now provides an early-detection, lung cancer-screening program at both its Webster campus (340 Thompson Road), and Southbridge campus (100 South Street).

The program includes a low-dose CT radiation scan. The simple test takes less than 15 minutes to complete, but allows radiologists and physicians to detect any suspicious signs of abnormalities within the lungs. Most private insurances, including Medicare, cover this test, but your primary care physician must refer you for a screening.

Additional components to the program include the collaboration with **The Cancer Center at Harrington's** nursing staff and the patient's primary care physician.

"This is a proactive way to confront disturbing lung cancer statistics," said **Kathy Anestis, vice president of ancillary services** at Harrington. "If we can detect lung cancer earlier, it is a much more treatable disease. The success of the program includes a commitment from the patient and the physician to follow through with the appropriate recommendations for care."

Patients at high risk who should consider screenings are those aged 55-77, current smokers or those who quit fewer than 15 years ago, and/or those with a personal history of 30-pack years (meaning one pack per day for 30 years, two packs per day for 15 years, and so on).

The Cancer Center at Harrington
55 Sayles Street, Southbridge, MA 01550
Phone: 508-764-2400
Hours of Operation:
Monday through Friday, 8 a.m. to 5 p.m.

PLEASE JOIN THE HARRINGTON HOSPITAL AUXILIARY FOR OUR **LUCKY DUCK AND FAMILY FUN DAY** **SUNDAY, MAY 1 • WESTVILLE DAM RECREATION AREA • KIDS GAMES: 11 AM • LUCKY DUCK PLUCK: 2 PM** **\$1,000 1ST PRIZE • PURCHASE YOUR LUCKY DUCKS AT THE AUXILIARY GIFT SHOP AT HARRINGTON HOSPITAL!**





Harrington's first UrgentCare Express opened in September inside the Harrington HealthCare at Charlton medical office building at 10 North Main Street where it has continued to exceed projected patient volumes.

UrgentCare Express, Continued from page one

"We want to accommodate patients with many options, and urgent care is often the most convenient and appropriate solution," she said.

"It's clear that the trend toward urgent care will continue to grow, as patients value the convenience and personalization the service offers, as well as lower costs compared to the ER," said Moore. "UrgentCare Express is a logical next step for us in our ongoing expansion of services and facilities throughout our area."

Harrington currently has emergency departments at its main campus in Southbridge and at the Remillard Family Emergency Department in Webster. Anyone who is experiencing a serious illness including chest pain, difficulty breathing, dizziness, stroke-like symptoms, or abdominal pain, should call 911 or visit the nearest Emergency Department.

Urgent care centers are designed to treat patients whose primary care physicians are not available, and patients with non-life-threatening conditions that require same-day treatment.

Common conditions treated include:

- Allergies or asthma
- Bronchitis
- Burns
- Minor cuts that require stitches
- Ear infections
- Flu
- Minor fractures, sprains, or broken bones
- Pinkeye
- Rashes
- Sinus infections
- Strep throat
- Urinary tract infections

UrgentCare Express accepts most major insurance plans and Medicare - just bring your insurance card and photo ID with you. Service costs that are not covered or authorized by health insurance will be billed directly to patients. If you don't have insurance, or if your plan doesn't cover UrgentCare Express, our rates offer an affordable option to the ER. Cash, credit cards and checks are accepted. If you are unsure of your insurance benefits, please consult your health insurer.

Harrington's Family Birthing Center Earns Blue Distinction Center Plus Designation,

Continued from page one

Many of our maternity nurses are also certified lactation counselors and offer 24/7 breastfeeding assistance to patients.

"Our staff provides a personalized and compassionate approach to labor and delivery that is both safe and high quality," said **Director of Maternity and Pediatrics Ann Beaudry, RN.** "The exceptional care in our Family Birthing

Hospitals must meet the nationally-established, objective quality measures for each category to be considered a *Blue Distinction Center Plus*. Some of the data reviewed included early elective delivery, overall hospital satisfaction and hospital recommendation scores.

In November 2015, Harrington was recognized by *The Leapfrog Group* as having the lowest primary C-section rate in the state.

Harrington **Chief of Obstetrics and Gynecology Mark Simonelli, M.D.** said that recognition reflects Harrington's consistent effort "to manage each patient to ensure that babies are delivered in the safest and least complicated manner."

According to BCBSA, the goal of the program is to help consumers and patients find both quality and value for their specialty care needs, while encouraging healthcare professionals to improve the overall quality and delivery of care nationwide.

Blue Distinction[®] Center +

Center is sometimes overlooked because of larger hospitals that are nearby. Our nurses are always taking advanced training courses, and our technology allows us to monitor and care for mom and baby in a way that rivals any other hospital."

This annual report is a publication of the Harrington HealthCare System Public Relations and Marketing Department Joseph J. Klimavich, APR, Vice President of Public Relations and Marketing Blaine Schnare, Marketing Manager

Fall 2015

Harrington Uses \$3.5 Million CHART Grant to Launch Medical Home Behavioral Health Model

Supported by a \$3.5 million grant awarded by the **Massachusetts Health Policy Commission (HPC)**, Harrington HealthCare System launched a multi-stage "transformative program" to expand access to high quality behavioral health services across south central Massachusetts.

In one part of the initiative, named the **Medical Home Model**, licensed behavioral health clinicians and patient navigators began working within Harrington's inpatient unit in Southbridge, its **Emergency Care Center** in Southbridge, and the **Harrington Physician Services** family practice offices in Charlton and Webster, to provide comprehensive care for patients with complex healthcare needs.

Clinicians work directly with doctors and other care staff to identify and assess at-risk patients with mental health and/or substance abuse disorders. Navigators work with individual patients and their families to remove barriers that prevent or restrict the patient's ability to receive behavioral health services, including assistance with transportation, interpreter services, or insurance complications. Staff also monitor hospitalized patients and provide follow-up evaluations and coordination of services after discharge.

"In the prior 12 months, 84 percent of patients who had a physician referral for a substance abuse program never showed up," said **Greg Mirhej, assistant vice president for Harrington Behavioral Health Services.** "Our program helps solve that

problem by creating a multidisciplinary team with a strong behavioral health focus."

In November, also as part of the investment initiative, Harrington opened the region's first-ever intensive outpatient program for substance abuse. Located at 176 Main Street in Southbridge, the day program provides comprehensive, structured therapy specifically for substance abuse. Prior to this program opening, Worcester was the only option in the region for patients who required a higher level of care because of significant risk factors to prevent further relapse and hospitalization.

Mirhej said he hopes one of the outcomes of the program will be to provide services when and where they are needed. He also stated one of the primary program goals is to reduce Harrington's 30-day Southbridge Emergency Room re-visits by 15 percent over the next two years.

The **Community Hospital Acceleration, Revitalization, and Transformation (CHART)** investment program, is a four-year community hospital public-private partnership aimed at enhancing delivery of efficient, effective care. More than two dozen community hospitals in Massachusetts received funding from HPC for Phase 2 of the CHART investment program.

A portion of the CHART investment was also awarded to help fund a new inpatient mental health/substance abuse unit on Harrington's Webster campus. (See related story on page 1)



Representatives from HPC present Harrington with a check in the amount of \$3.5 million toward behavioral health initiatives. From left: Jim Waddick, chair, Harrington board of directors; Tracey Weeden, director of assessment services; Greg Mirhej, vice president, outpatient behavioral health; Ed Moore, president and CEO; Greg Malseptic, HPC program officer; David Seltz, executive director, HPC, and Iyah Romm, HPC policy director.

Harrington Healthcare System, Inc. (Consolidated)			
Fiscal year: October 1, 2014 - September 30, 2015			
Statement of Revenues and Expenses (2014 audited versus 2015 audited)			
	2014	2015	
Total Operating Revenue	130,122,582	141,971,130	
Salaries, wages and benefits	88,979,918	92,514,096	
Supplies and expenses	44,159,077	45,643,595	
Depreciation	6,899,818	6,386,725	
Interest	425,108	669,813	
Uncompensated care pool assessment	716,057	707,493	
Total Operating Expenses	141,179,978	145,921,722	
Income from Operations	<11,057,396>	<3,950,592>	
Service to the Community (2014 versus 2015)			
	2014	2015	% Growth
Behavioral Health*	56,346	59,636	5.8%
Radiology	74,489	79,625	6.9%
Laboratory	726,252	790,614	8.9%
Emergency Room Visits	38,110	41,703	9.4%
Discharges**	5,269	5,569	5.7%
Average Length of Stay	3.6	3.8	
Total Volunteer Hours	43,900	35,500	
* Includes Substance Abuse & Mental Health			
** Includes Psych/Med-Surg/OB/Pedi/Newborn			