



University Hospital • 2015



Welcome to **University Hospital 2015**

OUR MISSION is to improve the quality of life for all those we touch through excellence in patient care, education, research and community service.

OUR VISION is to create the best possible environment for our patients to heal, our physicians to practice and our employees to work.

OUR PLEDGE One goal. One passion. Every patient. Every time.

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UNIVERSITY HOSPITAL

Alert
AMBULANCE

Message from the Board Chair



University Hospital Today

These have been an extraordinary two years. University Hospital today is an institution that has made a groundbreaking transition from an integral part of an academic system to a standalone medical center. In the process, our hospital has adapted to the remarkable changes in the healthcare landscape and the challenges they represent.

One of the most significant is the change in payer mix with the implementation of the Affordable Care Act and the expansion of Medicaid eligibility in New Jersey. The good news for University Hospital is the increase in the number of adults who can now enroll in Medicaid and receive preventive care as well as medical services for episodic care.

For many years, University Hospital served the largest number of Charity Care cases in the state. Now with our patients having more options for healthcare coverage, our hospital has seen Charity Care cases drop from 14 to 8 percent and Medicaid cases increase from 39 to 42 percent. The state Charity Care subsidy to University Hospital has been significantly reduced to reflect this change. However, the Charity Care population receiving care and treatment at our hospital is still substantially above the average for Charity Care for all New Jersey hospitals.

As the Level 1 Trauma Center for northern New Jersey and a regional referral center for the most complex medical cases, University Hospital patients are often the sickest and most often have the highest patient acuity levels in the State. Hospitals throughout the country report their patient acuity using a standard commonly known as the Case Mix Index (CMI). This standard measures the clinical complexity and resources utilized to treat a hospital's patient population. The higher the CMI, the sicker the patients, the more complex the procedures, and the more resources expended to care for them. University Hospital's CMI is substantially higher than the average for all New Jersey hospitals (1.64 compared to all New Jersey hospitals of 1.34).

These are two of the challenges that underscore the unique position that University Hospital holds among New Jersey’s healthcare providers. However, I am confident that we will not be defined by the challenges but by how we meet them as an institution.

Our core mission and statewide importance have not changed, but indeed have strengthened. Our clinical leadership is demonstrated in our Centers of Excellence, ranging from our nationally recognized Comprehensive Stroke Center to the Institute of Ophthalmology and Visual Science to the Center for Liver Disease and Transplantation. We serve the medical needs of the State’s largest city while continuing as a regional resource for advanced care in a wide range of medical specialties and as a referral center for patients from all 21 counties.

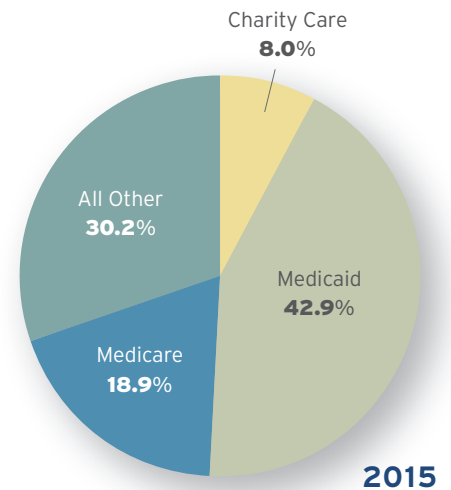
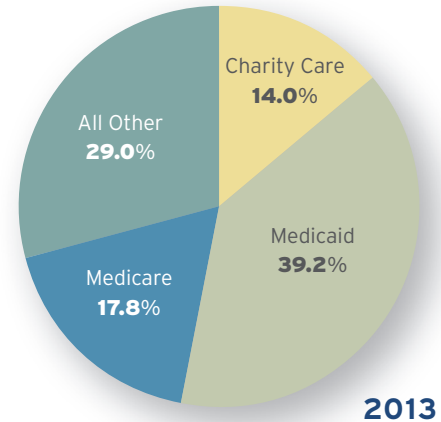
We remain a partner in training New Jersey’s future healthcare professionals as the principal teaching hospital for the Newark campus of Rutgers Biomedical and Health Sciences (RBHS). In collaboration with RBHS, we are hard at work finding new and better ways to serve the residents of Newark and surrounding communities to improve the quality of life for all those we touch through excellence in patient care, education, research and community service.

The eleven members of University Hospital’s Board of Directors have worked diligently to set a steady course through a time of rapid change, and I thank this dedicated group of professionals for their efforts.



Hon. Donald T. DiFrancesco
Chair, Board of Directors

UNIVERSITY HOSPITAL Inpatient Case Mix



Extraordinary Medicine



Stroke Team members (clockwise, from rear center) Charles J. Prestigiacomio, MD; Chirag D. Gandhi, MD; Molly Jacob, APN-C; I. Paul Singh, MD; Andrea Hidalgo, MD; and Stephen Kamin, MD. Not pictured, Gregory Sugalski, MD

Comprehensive Stroke Center Earns National Designation

University Hospital's New Jersey Comprehensive Stroke Center earned The Joint Commission's Comprehensive Stroke Center Certification, which is a national benchmark and recognition of the Center's focus on complex stroke care and prevention. The Joint Commission awards this prestigious designation only after a rigorous review that determines a hospital's compliance with the highest national standards, clinical guidelines and outcomes of care. Requirements include advanced imaging capabilities, 24/7 availability of specialized treatments, and staff with the advanced education and competencies to care for complex stroke patients.

This new designation comes after previous recognition as a comprehensive stroke center by the State of New Jersey Department of Health, which recognized the Center's leadership in stroke care. In addition, laboratory and bedside research help to give the Stroke Center team the tools to provide cutting-edge care to their patients.



(l-r) Celeste Jachowski, EMS Coordinator; Marliam Tizol, EMT; and Michael Roman, EMT

A First for New Jersey

University Hospital provides the City of Newark and the Greater Newark area with a comprehensive Emergency Medical Service (EMS). This year our EMS earned Gold Level Recognition from the American Heart Association for its Mission: Lifeline program. This honor acknowledged the implementation of quality improvement measures for treating the deadliest form of heart attack. This is the first such award given in New Jersey.

Our EMS system includes basic and advanced life support ambulances, a state-of-the-art Regional Emergency Medical Communications System, a heavy rescue unit and other specialized resources for disaster response. University Hospital also provides the medical crew for the Northern Shock Trauma Air Rescue (NorthSTAR),

operated jointly by the New Jersey State Police and the hospital's EMS.

University Hospital is also the home of the New Jersey Trauma Center, the state-designated Level 1 Trauma Center for northern New Jersey. The center treats nearly 3,000 patients every year. Our Trauma Center receives referrals from trauma centers and community hospitals throughout the region for complex trauma cases.

A Level 1 Trauma Center must have attending trauma surgeons in house 24/7. These physicians are board certified in General Surgery as well as Surgical Critical Care and are fellowship trained in trauma and critical care. They are supported by a specially trained team of professionals.

Recognition for Excellence This Year Included:



University Hospital is fully accredited by **The Joint Commission (TJC)**, the national symbol of quality. We are the only hospital in northern New Jersey and one of only two in the state certified in Advanced Heart Failure Care by TJC. We also received its Medal of Honor for Organ Donation.



U.S. News & World Report ranked University Hospital among the best in northern New Jersey.



Healthgrades, an Independent Rating Organization, gave University Hospital a 5-STAR Rating



Get with the Guidelines – **American Heart Association / American Stroke Association**. University Hospital is the only hospital in New Jersey to be awarded Gold Plus recognition for Heart Failure and Stroke **and** Target Honor Roll status and one of only two hospitals in the state to be awarded Gold Plus rating for both Heart Failure and Stroke Care.



Members of University Hospital's medical staff have been consistently named to the **Castle Connolly "Top Docs"** directory; this year 56 physicians were included.

Exceptional Care



Konnor Episcopo was 12-years-old when he severed his right hand on a power saw while helping his father in the family's construction business. Konnor's father, Dean, rushed him to the nearby community hospital, where a nurse urged him to take his son to University Hospital. If anyone could save the youngster's hand, she said, it would be the doctors there. Microsurgeon Ramazi Datiashvili, MD, was able to reattach the youngster's hand, and today, 22-year-old Konnor has full use of his hand and only a scar to show for his ordeal. He still works in the family business, but he stays far away from the saws.



Michelle Callari's first baby was unexpectedly born five weeks early. A lawyer from Bergen County, she was working in Newark when her water broke. Suddenly she was in route to University Hospital, far from her own doctor and hospital. She knew no one at our hospital and worried that the early delivery might mean lifelong problems for her child. She gave birth to a baby boy whose first home was our Neonatal Intensive Care Unit. There, neonatologist Onajowwe Fofah, MD, put her mind at ease and assured her the tiny patient was getting the best possible care. Today Reid is a healthy, happy 2-year-old.

Wayne Nash decided that it would be a good idea to install defibrillators at his Newark workplace, never dreaming that one of them would save his own life. He suffered sudden cardiac death at his office, and after his colleagues revived him with a defibrillator, he was taken to University Hospital. According to cardiologist Marc Klapholz, MD, Wayne was still unconscious when he arrived. At the hospital he underwent a hypothermia protocol where for 24 hours his core body temperature was lowered by eight degrees to allow his body and brain to recover. And recover he did. Wayne is now enjoying a second chance at life.



Exceptional Care



Mati Muñoz believes she contracted the hepatitis C that destroyed her liver in her native Cuba as a child. She eventually became so sick from the virus that she needed a liver transplant. She received a donor liver in time to save her life, but the hepatitis soon invaded again. When her insurance company refused to pay for a costly new drug to eradicate the virus, Nikolaos Pyrsopoulos, MD, PhD, MBA, Medical Director of the Center for Liver Diseases and Transplantation, engaged in a verbal battle with the company. They finally relented, and today Mati is hepatitis free. She shows her gratitude by mentoring other liver transplant patients.

Robert Ungar consulted experts across the country about the tumor on his optic nerve. They recommended everything from removing his entire eye to doing nothing at all. But the consensus seemed to be that he probably would lose his sight. A friend suggested he see Roger Turbin, MD, who turned out to be the only ophthalmologist, Bob says, who thought “outside the box.” Dr. Turbin and his colleagues in neurosurgery developed and performed a complex, two-part procedure that saved Bob’s sight and his eye. The best doctors with the most innovative treatment, it turns out, were right in his own back yard at University Hospital.



Sarah Hasnat was only 3-years-old when trauma surgeon David Livingston, MD, and his team saved her life. The little girl had been struck by a truck and was near death when she arrived at University Hospital’s New Jersey Trauma Center, the state-designated Level 1 trauma center for northern New Jersey. Her condition was so critical, in fact, that one of her many surgeries had to be performed right at her bedside in the Intensive Care Unit because she was too sick to be moved. Today Sarah is a healthy, 21-year-old college student. Not surprisingly, she’s studying to become a doctor.

X-ray technician **Elaina Holden** pays a visit to neurosurgeon Ira Goldstein, MD, once a year just to give him a hug. She suffered an epidural hematoma—a life-threatening buildup of blood between the skull and the brain. She doesn't remember what happened, but she had slipped on ice, fallen down cement steps and hit her head. Emergency surgery at University Hospital saved her life and left her brain completely undamaged. Today the vivacious young woman is back to enjoying a full, active life. But she's never too busy to stop by Dr. Goldstein's office to say thanks. And she's been told she doesn't even need an appointment.



It was New Year's Eve and **Jacky Holmes Goodwin** was off to share a midnight meal with a friend. He barely remembers struggling to climb a flight of stairs when he collapsed. The friend got him to our emergency room, where doctors told him his heart was only pumping at 20 percent capacity. He was experiencing heart failure; he thought he was gone. Jacky survived, and with guidance from cardiologist Pallavi Solanki, MD, who directed him to our Healthy Heart Program, he changed his lifestyle. Now every Saturday morning he's a pacesetter with his walking group. He says he knows he is fortunate to be alive and is very grateful to University Hospital.

When **Charisse Smullen** learned she had a very rare type of tumor in her pelvis, she went to a nearby hospital for treatment. Doctors there told her the best physician to handle her case was Joseph Benevenia, MD, at University Hospital. Unable to bear any weight and afraid she would never walk again, she was taken by ambulance to our hospital, where Dr. Benevenia was waiting. The orthopedic surgeon promised her he would not only remove the tumor, he would get her up and walking again. Today this mother of a young son is using only one cane and is well on her way to getting back on her own two feet.



Empowering our Community

University Hospital stands at the center of the City of Newark. Our community is rich in its diversity, challenging in its needs, and encouraging in its vitality. Our mission is not only to serve but also to empower our neighbors so that they will live healthier lives. We want them to be as healthy as they can be.

This year scores of hospital staff members volunteered to bring a healthy-living message to more than 7,500 people at events throughout the Greater Newark area. We participated in more than 45 health fairs at places of worship and street fairs and festivals, wherever the community gathered. We provided screenings for blood pressure, glucose, vision problems and educational programs on nutrition, stroke and violence. We continued to work with community groups such as the Islamic Community Health Collaborative, the Lincoln Park Music Festival and the National Council of Jewish Women.

New this year is our Healthy Heart program, good news for those who have suffered heart failure. A multidisciplinary team

works with program participants to help them lead active and healthy lives. Also this year our EMS and trauma team, along with hospital leadership, guided Newark school children in an exercise to promote pedestrian safety. Seniors are also getting special attention from our physical and occupational therapists, who are presenting workshops at area senior residences as part of a new falls-prevention program.

We continue to explore new ways to serve our community and are grateful to our Community Oversight Board, which works with hospital leadership to ensure that the community's needs are being recognized and met.



This year we reached more than
7,500
*people through health screenings
 and educational programs for
 the community.*

Forging New Partnerships

A primary effort this year was to forge new partnerships with community organizations. Our goal was to create a spirit of inclusion for the many different ethnic groups that together weave the vibrant fabric of Newark while at the same time expanding our community boundaries beyond the city limits. We have created effective working relationships with groups throughout the region to help us advance this key objective.

University Hospital was a first-time sponsor in this year's Puerto Rican Day parade in Newark. We also were a visible presence at the city's Dominican Pride Day, and we are working with the Ecuadorian Consulate to plan a health fair to serve its constituency.



We have also partnered with employers—including the Newark YMCA and the FBI downtown offices—to bring screenings and health education to their staffs.

And we have pushed our community service boundaries farther into surrounding counties. We joined the Essex County Wellness Program and participated in its Senior Wellness Day in West Orange. We provided glucose screenings at an event in Kearny, and our volunteers were there for an AARP-sponsored health fair in Montclair.

This year we have indeed redefined our “community.”



Naomi Williams, Alisa Farley, Taquiuddin Abdul-Kareem and Julian DeJesus (in rear) were among 19 Newark teens who were employed at University Hospital this summer. They were part of the Summer Youth Work Experience Program, sponsored by the hospital and the City of Newark. The young people were assigned to departments ranging from Patient Care Services and Finance to the neurophysiology/EEG lab and Legal management. The summer internship was designed as a foundation for a greater appreciation for what is expected on the job as well as future career direction. In addition, University Hospital hosted more than 150 students from community schools and organizations as they explored career options in the healthcare field.

Some 2014–2015 **Milestones**

As part of the statewide response to the **Ebola Virus Disease challenge**,

University Hospital is named a primary assessment center for patients at risk, and an extended treatment area staffed by specially trained personnel opens in a building adjacent to the hospital. The hospital partners with the medical school to host a briefing for legislators and public health officials on the state of our readiness.



The five-year **Corporate Integrity Agreement** is concluded. An outside compliance expert determines that the hospital's compliance program was effective.

5YR



The **Cancer Resource Center** opens on C-level of the Cancer Center. Materials in English and Spanish are available for patients and their families.

A new **Employee Health center** opens on A-level with a ribbon-cutting ceremony. Flu shots are a high priority.



The **Observation Unit** opens for patients who need further evaluation before being discharged or admitted. Nearly 5,000 patients come through the unit during its first year.

Nine nursing students complete an **innovative externship program** before returning to their final year of study. For eight weeks, they provide patient care under the guidance of our nursing staff and gain exposure to University Hospital as a future employer.



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The hospital's **Board of Directors** attains its full complement of 11 members.





For the second year in a row, University Hospital receives \$30,000 from the **Newark International Airport Airline Managers Council**. This year's award will be used for new equipment for the Mobile Intensive Care Unit that serves the airport.



New **wayfinding signage** throughout the main building guides patients and visitors more easily to their destinations.

Proceeds from the Medical Staff's annual Golf Outing support the **refurbishing of several patient and family areas** in the hospital.



The Board of Directors names Nancy Hamstra, MPA, Interim President and CEO. James Gonzalez, MPH, continues as President of Broadway House for Continuing Care in Newark.

"Mosby," an **electronic learning and education system for nursing**, is introduced to maximize convenient continuing learning based on the most recent evidence-based practice.



The UH community mourns the death of Minnie Presley, who had served on and led the UH Auxiliary for more than 28 years. The gift shop is named in her honor.

University Hospital achieves **Stage 6 of the HIMSS Analytics Electronic Medical Record Adoption Model**, which

recognizes our implementation of technologies to improve patient safety and quality of care. Only 23% of hospitals nationwide have earned this designation.



EPIC, our electronic medical records system, expands to include the clinical documentation module called **ClinDoc**. In addition, EpicCare Link is introduced to allow sharing of electronic medical records with Kessler Institute for Rehabilitation.

The Foundation for University Hospital

In May 2014, the hospital's Board of Directors established The Foundation for University Hospital for the exclusive purpose of supporting the operations of University Hospital and the hospital's public mission to provide a comprehensive healthcare program and services to the Greater Newark community. This year a distinguished Foundation Board was formed, and the new Board will direct efforts to raise funds to support hospital initiatives and community service projects. For more information or to make a gift, you are invited to call 973-972-1873.



Here is The Foundation for University Hospital Board of Trustees:

Ciro A. Scalera, MBA, JD, Chair, is Director of Governmental Relations for New Jersey Laborers' Employers' Cooperation and Education Trust (NJLECET). Prior to joining NJLECET, he was Director of Public Affairs for Verizon New Jersey. He also served for 23 years as Executive Director at the Association for Children of New Jersey, a statewide child advocacy organization.

Michael A. Curi, MD, MPA, is Director of Vascular and Endovascular Surgery at University Hospital and Chief of Vascular Surgery at Rutgers New Jersey Medical School. He is President-elect of the University Hospital medical staff.

Cecilia I. Lassiter, Esq., is an associate with Sills Cummis & Gross, P.C., where she focuses on real property matters with emphasis on zoning, land use, development and redevelopment. She is a member of the State Bar Associations in New Jersey and New York as well as the National Hispanic Bar Association.

Calvin Randolph Ledford, Jr., is a Regional Public Affairs Manager for Public Service Electric and Gas Company. He is the corporate liaison for Essex County officials and works with the nonprofit philanthropic community. He has served as Community Leader for the Mental Health and Substance Awareness Program at the Newark Housing Authority.

Jim Leonard is Senior Vice President, Community Investment, for the New Jersey Devils and Prudential Center in Newark, where he directs community investment and philanthropic initiatives for the organization. He serves on the Newark Regional Business Partnership board and is a trustee for the Greater Newark Holiday Fund.

William Sumas is Vice-chair for Village Super Markets, Inc., one of New Jersey's largest ShopRite supermarket companies. He was Chair of the Board of the New Jersey Food Council and serves on the boards of the YMCA of the Oranges and ARC of Essex County. He was previously on the Board of Directors of Israel Bonds Metro New Jersey.

Hospital Leadership

University Hospital Board of Directors

**Hon. Donald T. DiFrancesco, Esq.,
Chairman**

DiFrancesco Bateman Coley Yospin
Kunzman Davis Leher & Flaum PC

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Director, Medical Oncology Program,
Clara Maass Medical Center

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Health Sciences

Community Oversight Board

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Interim President and CEO, University
Hospital

**Suzanne H. Atkin, MD, FACEP, FACP,
ex officio**
Chief Medical Officer, University Hospital

Robert L. Barchi, MD, PhD, ex officio
President, Rutgers, The State University
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Deborah E. Collins, Esq.
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the County of Essex, New Jersey

Thomas M. Daly, FHMA, CPA, ex officio
Chief Financial Officer, University Hospital

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Teamsters Local 97

Diane Hill, PhD
Assistant Chancellor, Rutgers–Newark,
Office of University–Community
Partnerships

Jean Pierce
Member, Public Policy Staff for the Health
Professionals & Allied Employees union

Hospital Administration

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Interim President and CEO

Thomas Daly, FHFMA, CPA
Vice President and Chief Financial Officer

Suzanne H. Atkin, MD, FACEP, FACP
Chief Medical Officer and Chief Quality
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Paul B. Matey
Senior Vice President and General Counsel

Susan Palma, MS, RN, LNHA
Interim Chief Nursing Officer

Gerard Garcia
Chief Human Resources Officer

Barbara Hurley
Executive Director, Public Affairs

John Ras
Interim Corporate Compliance Officer and
Director, Internal Audit

Richard Tunnell
Chief Information Officer

For Your Information

University Hospital has:

- 519** Licensed Beds
- 536** Members of the Medical Staff
- 676** Medical and Adjunct Staff
- 602** Residents
- 3,205** Total Employees



In FY 2015, University had:

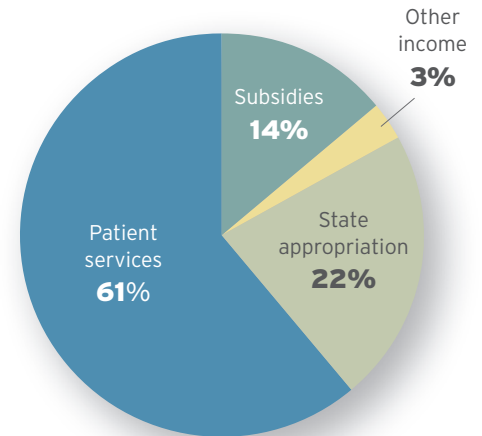
- 16,522** Admissions
- 1,555** Births
- 89,978** Emergency Room Visits
- 160,466** Outpatient Visits
- \$616 million** budget

University Hospital's Emergency Medical Services covered Newark, Camden, Newark Liberty International Airport and Port Newark in FY 2015.

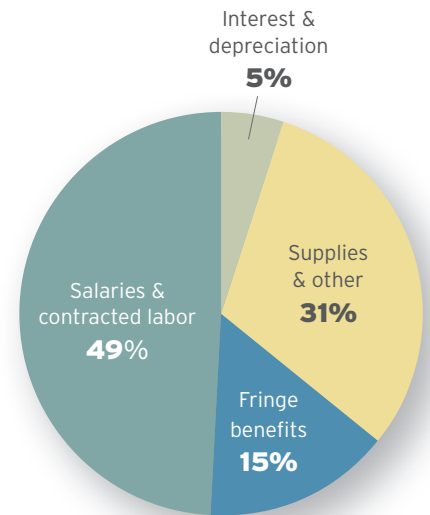
- Newark EMS responses **102,145**
- Camden EMS responses **24,870**
- NorthSTAR responses **376**



FISCAL YEAR 2015 Revenue & Expenses



REVENUE



EXPENSES

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UNIVERSITY HOSPITAL

Newark, New Jersey

One Goal. One Passion. Every Patient. Every Time.

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