



# Sharon Hospital Community Forum

## Strategic Direction

September 29, 2021



# Today's Agenda

- 1. Sharon Hospital Vision for the Future**
- 2. Background and Landscape**
- 3. Planning Process**
- 4. Sharon Hospital Transformative Plan**
- 5. Investments, Enhancements & Adaptations**
- 6. Next Steps**
- 7. Questions**

# A Vibrant Future for Sharon Hospital

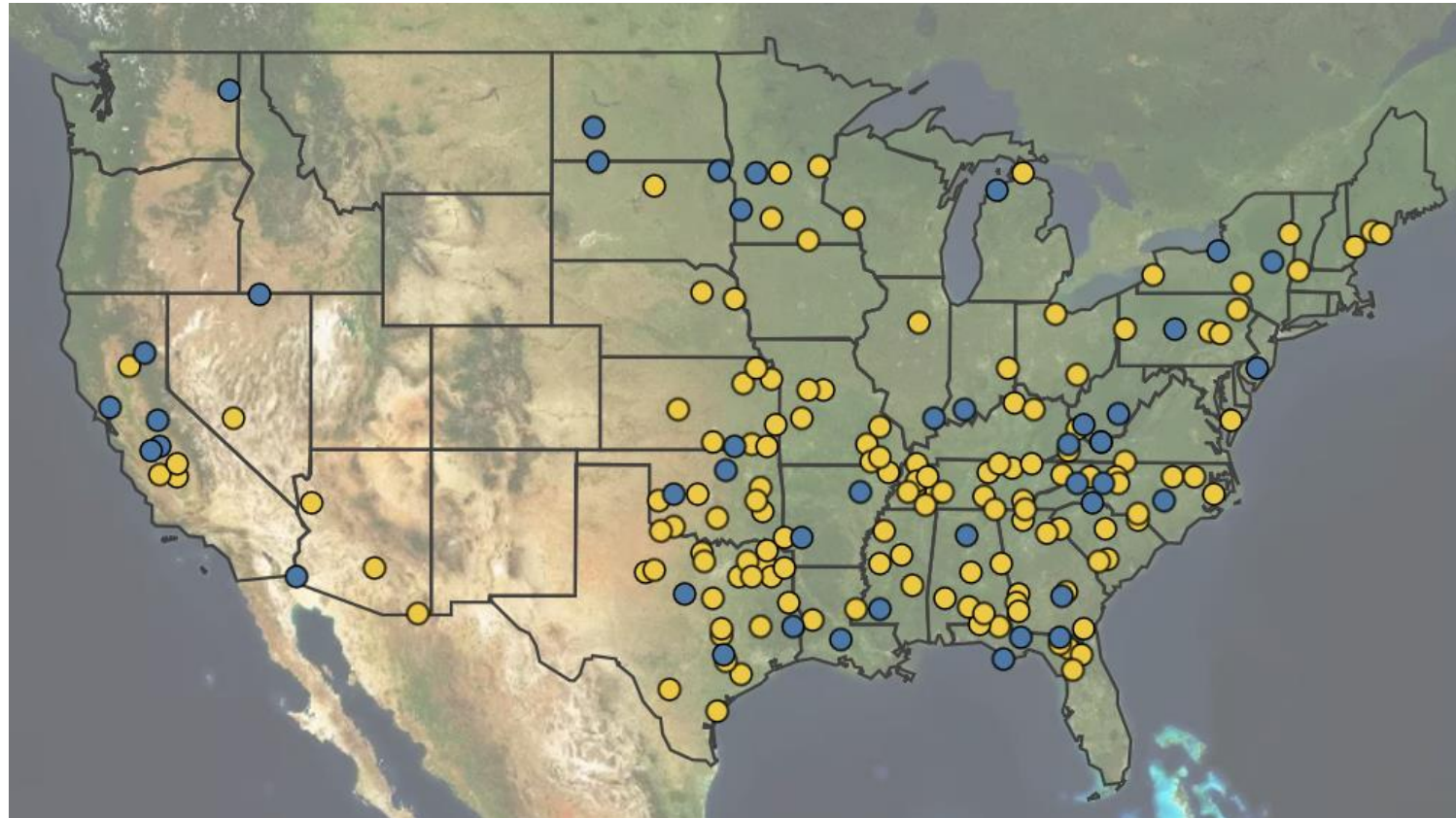
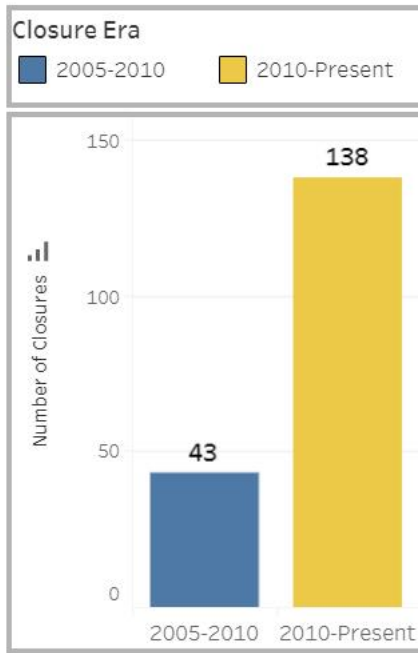
- Sharon Hospital plays a key role in Nuvance Health's plan to best serve our communities by transforming the way residents of Western Connecticut and the Hudson Valley receive care.
- As part of a nonprofit health system, our first priority is meeting the needs of our community.
- To remain sustainable in the long-term, we must adapt to a changing local, regional, and national healthcare landscape.



# Background & Landscape

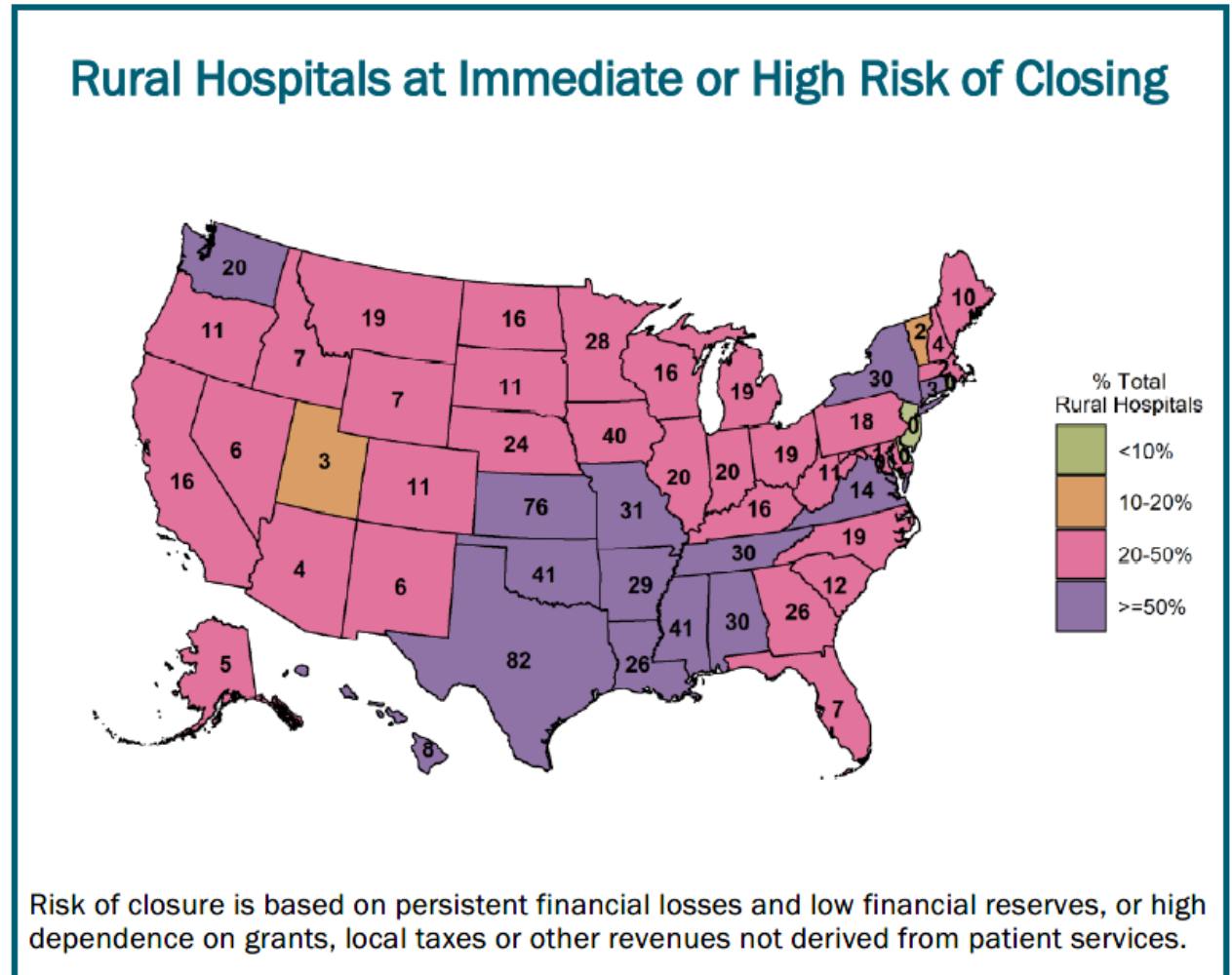


# Rural Hospital Closures: 180 Closures Since 2005; 138 Closures in Last Decade; and 40% More at Risk of Closing



# Center for Health Care Quality and Payment Reform (CHQPR) Identified Sharon Hospital as at High Risk for Closing

- Sharon Hospital is not immune to challenging healthcare landscape
- Ongoing planning necessary to adapt to current reality



# How Sharon Hospital can remain sustainable

**We are dedicated to meeting the needs of our community by evolving the way we deliver care to be consistent with the ever-changing healthcare landscape.**

**Over the past few years, Nuvance Health has:**

- Supported Sharon Hospital's thorough planning process to consider all potential options and opportunities to best serve our patients
- Contributed \$14.5 million in capital investments at Sharon Hospital

# Sharon Hospital Follows National Trends

- Need for primary care providers across Sharon Hospital's service area
- Increased need for specialty, ambulatory, and behavioral health services for all patients
  - Particularly among growing 65+ patient population
- Sharon Hospital effectively triages, transfers and refers patients in need of advanced services not offered onsite
- Shifts in care delivery have led to decreased community usage of many acute care services, including:
  - Critical care services
  - Surgical services, especially non-elective procedures
  - Labor & Delivery



# Planning Process



## Our years-long planning process

- Internal analysis of strengths & weaknesses
- Internal review of regional & national healthcare trends
- Research into other rural and community hospitals' approaches
- Demographic trends
- Community forums
- Independent analysis from Stroudwater Associates
- Conversations with Sharon Hospital's Board, medical staff leadership, & the Foundation for Community Health

**Throughout the past 3-year period, Sharon Hospital has lost \$39.8m, with an additional anticipated loss of \$21m this year.**

# Stroudwater Associates' Recommendations

*Extracted from executive summary*

- Enhance system effectiveness
- Maintain inpatient program and utilize Acuity Adaptable Beds
- Grow inpatient psychiatric unit
- Invest in primary care providers
- Grow outpatient services
- Re-align financial systems/ recover system conversion revenue
- Maintain and grow community support
- Suspend labor & delivery and modify surgical coverage



# Sharon Hospital Transformative Plan



**Sharon Hospital and Nuvance Health leadership  
have charted a strategic direction for Sharon  
Hospital focused on *deliberate growth*, which has  
been endorsed by Sharon Hospital's Board.**



# Community-Based Care in an Advanced Network

Our plan allows Sharon Hospital to thrive within the community by focusing on our community's greatest needs:

- Expanding Primary & Ambulatory Care
- Investing in Behavioral Health
- Consolidating Inpatient Care Services to Capture Efficiencies in Staffing and Care
- Phasing Out Labor & Delivery
- Consolidating Surgical Services to a More Efficient and Productive Model

# Sharon Hospital Plan Overview

## Invest

Institute/Service Line Investments

- Primary Care
- Cancer
- Heart & Vascular
- Neuroscience

Partnership with Federally Qualified Health Center (FQHC)

Grow Behavioral Health Services:

- Geriatric Behavioral Health
- Adolescent/Adult Autism Program

## Enhance

Evaluate and Optimize Surgical Schedule

Evaluate and Optimize Inpatient Care Delivery

Revitalize Unused Space

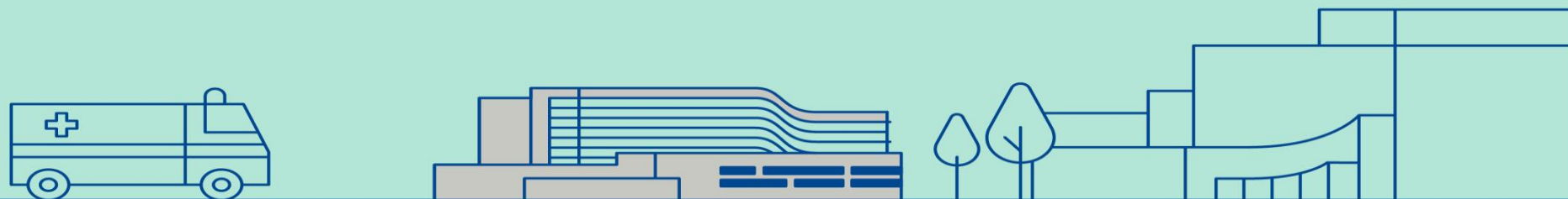
Digital Enhancements

Telemedicine

## Adapt

Phase Out Labor & Delivery

# Investments, Enhancements & Adaptations





# Expand Primary & Ambulatory Care

**There is a need for additional primary care services in the Sharon area.**

**This investment allows us to treat health issues earlier, improving patient outcomes and reducing the need for more complex, inpatient care. We will:**

- Expand primary care offerings in Sharon by:
  1. Recruiting additional primary care providers
  2. Partnering with local Federally Qualified Health Centers
  3. Expanding access to digital and telehealth services
- Enhance ambulatory services such as neurology, oncology, and cardiology
- Connect Sharon Hospital patients with specialists across Nuvance Health through telehealth and periodic clinics in Sharon

# Invest in Behavioral Health

**Our community is in need of additional adult behavioral health services.**

**Our data shows that in Sharon, there is a particular need for behavioral healthcare for patients above the age of 65.**

To address the current gap in behavioral healthcare, we will:

- Enhance our current senior behavioral health unit
- Evaluate the development of an Adolescent/Adult Autism Program
- Become a regional hub for adult/senior behavioral healthcare

# Consolidate Inpatient Care Services to Capture Efficiencies in Staffing and Care

**We will convene work groups of clinical staff, including physicians and nurses, to develop an operational plan to:**

- Goal of the work group is to ensure we are providing the right care, at the right time and at the right place. We envision that once finalized, the plan will be to continue providing the majority of care in the same manner we are today.
- More effectively assign staff and resources to serve the needs of our patients
- Maintain ventilator capacity and telemetry monitoring
- Stabilize patients and keep them at Sharon Hospital whenever possible

# Phase Out Labor & Delivery

**Sharon Hospital has seen an average of fewer than 200 annual deliveries for the past four years, and birthrates are decreasing.**

**We cannot continue serving the long-term needs of our community without adapting to our current realities, so we plan to:**

- Pending the regulatory process, phase out Labor & Delivery services over 8-12 months so today's pregnant women who planned to deliver at Sharon Hospital can do so
- Incentivize staff to remain at Sharon Hospital to care for pregnant women through their deliveries
- Help connect future mothers with high-quality, compassionate Labor & Delivery services at other Nuvance Health hospitals in the region
- Continue expanding access to women's health services in our region

# Consolidate Surgical Services to a More Efficient and Productive Model

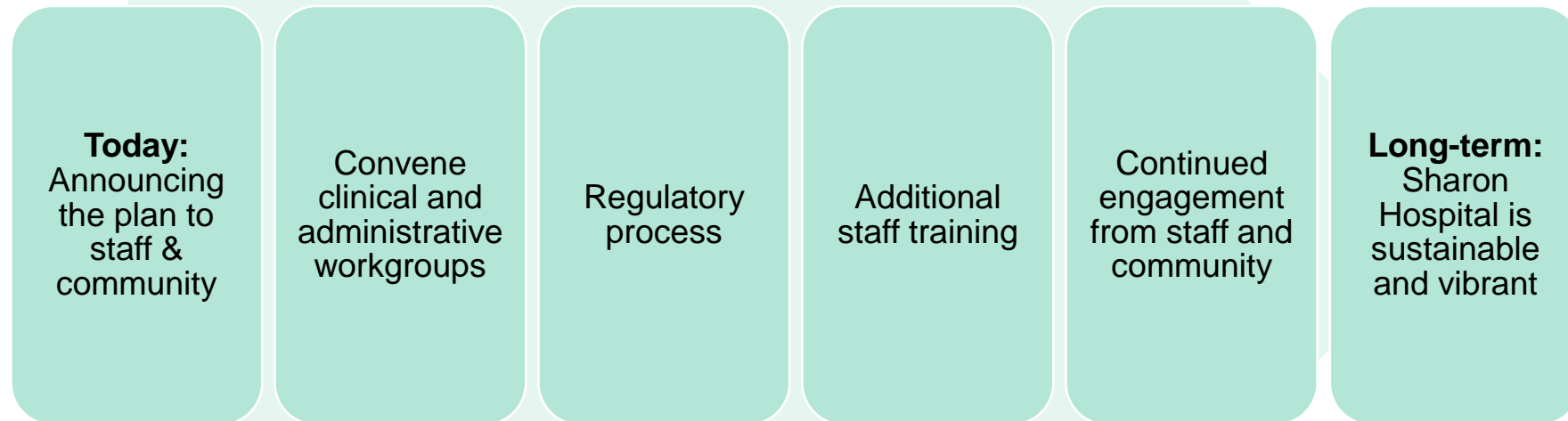
**We will convene work groups of clinical staff, including physicians and nurses, to develop an operational plan to:**

- Goal of the work group is to ensure we are providing the right care, at the right time and at the right place and in the most efficient way possible
- Improve the efficiency of the surgical schedule
- Evaluate days and hours of operating room availability
- Ultimately improve operating room functionality

# Next Steps



# Long-Term Transformation



# Personalized Care in the Community, with Access to an Advanced Network



***Sharon Hospital has a bright future as part of Nuvance Health as we work to transform care for patients in Western Connecticut and the Hudson Valley.***



# Sharon Hospital's Vibrant Future, Fostered By Ongoing Collaboration



**FOR MORE INFORMATION OR TO SCHEDULE A PERSONAL DISCUSSION:**  
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