



Lifespan

Delivering health with care.®

Annual Report 2023

CONTENTS

4
MESSAGE FROM THE PRESIDENT
AND CHIEF EXECUTIVE OFFICER AND
THE CHAIR OF THE BOARD OF DIRECTORS

6
MISSION AND VALUES

7
SUCCESS FACTORS

8
STATISTICAL DIGEST

9
LIFESPAN FINANCIALS

10
PATIENT STORIES

25
LIFESPAN DISTINCTIONS

28
PHILANTHROPY HIGHLIGHTS

33
GOVERNANCE



Cover image: Ziehm Vision Surgery, Norman Prince Neurosciences Institute, Newport Hospital



Konstantina Svokos, DO; Petra Klinge, MD, Pediatric Neurosurgery, Rhode Island Hospital

A MESSAGE from the President and Chief Executive Officer and the Chairman of the Board

The past year has been one of research and planning, identifying opportunities and working to chart a future course in an increasingly volatile and challenging healthcare environment.

Following a thoughtful and extensive process, our new strategic plan was formally approved by our board of directors. It consists of four central strategic priorities, all focused on driving sustainable value for our patients, employees and community: innovate with data and technology; deliver WOW care; foster healthy communities; and diversify revenue.

This purposeful work, which included input from leaders, staff and providers from all corners of the organization, should help guide us through the coming months and years, as we reshape, refocus and reimagine our role as the area's premiere healthcare system.

Part of this new vision for our future is a closer affiliation with Brown University, our academic medical partner. We have worked hard over the past year to enhance and expand our academic affiliation agreements with Brown, which include a closer alignment in advancing research, innovation, and medical education, and later in 2024, a new name for Lifespan: Brown University Health. Given the rapidly changing healthcare environment, this is a critical step to strengthen a sustainable Rhode Island-based healthcare delivery system and build a biomedical research structure for the 21st century and beyond. The closer affiliation with Brown will help us attract and retain the nation's best medical faculty, students, and residents who in turn provide world-class medical care to the people of Rhode Island. Finally, the affiliation will help us keep pace with necessary investments in infrastructure and workforce to retain our existing first-rate clinicians and employees and to recruit future top talent.

Weaving together all these strategic initiatives is the common thread of our commitment to delivering exceptional patient care. Throughout this annual report, you can read the stories of patients and their families who turned to us at their moment of need. From welcoming a new baby, to learning to walk again after a devastating diagnosis, to catching and treating a rare cardiac condition, their stories speak to the heart of who we are.



Sincerely,

Lawrence A. Aubin, Sr.
Chair
Lifespan Board of Directors

John Fernandez
President and Chief Executive Officer
Lifespan

Elizabeth Hesketh, RN, Clinical Staff Nurse;
Nathan Martinez, RN, Clinical Staff Nurse, Bradley Hospital



LIFESPAN MISSION AND VALUES

Our patients are at the heart of our mission: *Delivering health with care.*

Our shared **CARE** values of **Compassion, Accountability, Respect** and **Excellence** are deeply embedded in everything we do.

They speak to how we treat our patients and each other, and who we are when we are at our best.

COMPASSION

Delivering care and comfort with empathy and kindness.

ACCOUNTABILITY

Taking ownership of actions and consequences.

RESPECT

Placing the highest value on every individual's well-being, regardless of personal and professional differences.

EXCELLENCE

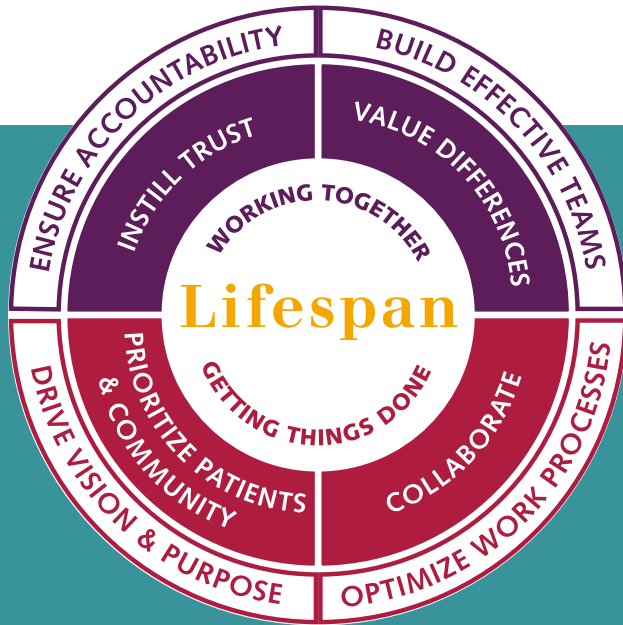
Always providing safe, high-quality, innovative care and service.



Leah McDonald, MD, Palliative Care, Emergency Medicine, The Miriam Hospital

LIFESPAN SUCCESS FACTORS

Our **Lifespan Success Factors** are the key to how we work together and get things done.



These core skills are what we expect of every Lifespan team member, no matter their role or responsibilities:

- To instill trust
- Value differences
- Collaborate
- Prioritize patients and community

There are four additional Leadership Success Factors for all Lifespan leaders:

- Ensure Accountability
- Build Effective Teams
- Optimize Work Processes
- Drive Vision and Purpose





STATISTICAL DIGEST

17,412

EMPLOYEES

1,165

LICENSED BEDS

54,118

PATIENT DISCHARGES

229,950

EMERGENCY DEPARTMENT VISITS

1,482,651

OUTPATIENT VISITS

24,180

OUTPATIENT SURGERIES

13,412

INPATIENT SURGERIES

Paula Hammond, RN, Case Manager
IHH Team B, Gateway Health

LIFESPAN HEALTH CARE SYSTEM

FISCAL YEAR 2023

(\$'s in thousands)

LIFESPAN

Financial Performance

Total operating revenue	3,116,654
Total operating expenses	3,108,078
Income (loss) from operations	8,576
Excess (deficiency) of revenue over expenses	37,134
Net patient service revenue	2,600,934
Total assets	3,046,502
Research funding revenue	145,208

Statistical digest

Employees	17,412
Licensed beds	1,165
Patient discharges	54,118
Emergency department visits	229,950
Outpatient visits	1,482,651
Outpatient surgeries	24,180
Inpatient surgeries	13,412
Home health care visits	2,717

Net cost of charity care and other community benefits

Charity care	31,689
Medical education, net	110,392
Research	23,240
Subsidized health services	36,777
Community health improvement services and community benefit operations	1,577
Unreimbursed Medicaid costs	103,822
Total cost of charity care and other community benefits	307,497

RHODE ISLAND HOSPITAL/ HASBRO CHILDREN'S HOSPITAL

Employees	7,220
Affiliated physicians	1,920
Licensed beds	719
Total assets	1,463,290
Patient discharges	32,008
Emergency department visits	129,628
Outpatient visits	335,328
Outpatient surgeries	14,282
Inpatient surgeries	9,026
Net patient service revenue	1,581,487
Research funding revenue	89,960

Net cost of charity care and other community benefits

Charity care	20,760
Medical education, net	96,194
Research	16,430
Subsidized health services	12,700
Community health improvement services and community benefit operations	731

Unreimbursed Medicaid costs	58,693
Total cost of charity care and other community benefits	205,508

THE MIRIAM HOSPITAL

Employees	2,719
Affiliated physicians	1,334
Licensed beds	247
Total assets	617,235
Patient discharges	16,383
Emergency department visits	68,656
Outpatient visits	159,858
Outpatient surgeries	7,545
Inpatient surgeries	3,904
Net patient service revenue	535,921
Research funding revenue	46,292

Net cost of charity care and other community benefits

Charity care	6,796
Medical education, net	12,548
Research	5,243
Subsidized health services	9,057
Community health improvement services and community benefit operations	378
Unreimbursed Medicaid costs	14,384
Total cost of charity care and other community benefits	48,406

NEWPORT HOSPITAL

Employees	702
Affiliated physicians	621
Licensed beds	129
Total assets	332,864
Patient discharges	4,947
Births	421
Emergency department visits	31,666
Outpatient visits	51,663
Outpatient surgeries	2,353
Inpatient surgeries	482
Net patient service revenue	132,233

Net cost of charity care and other community benefits

Charity care	1,680
Medical education, net	-
Research	-
Subsidized health services	4,128
Community health improvement services and community benefit operations	354
Unreimbursed Medicaid costs	4,836
Total cost of charity care and other community benefits	10,998

EMMA PENDLETON BRADLEY HOSPITAL

Employees	688
Affiliated physicians	74
Licensed beds	70
Total assets	146,724
Patient discharges	780
Outpatient visits	2,622
Home health care visits	2,717
Net patient service revenue	85,886
Research funding revenue	8,956

Net cost of charity care and other community benefits

Charity care	33
Medical education, net	1,650
Research	1,567
Subsidized health services	2,798
Community health improvement services and community benefit operations	114
Unreimbursed Medicaid costs	7,690
Total cost of charity care and other community benefits	13,852

LIFESPAN PHYSICIAN GROUP

Employees	1,155
Total operating revenue	250,905
Total operating expenses	305,787
Income (loss) from operations	(54,882)
Excess (deficiency) of revenue over expenses	(55,243)
Net patient service revenue	154,989
Total assets	58,072

GATEWAY HEALTHCARE

Employees	325
Total operating revenue	36,381
Total operating expenses	40,944
Income (loss) from operations	(4,563)
Excess (deficiency) of revenue over expenses	(4,412)
Net patient service revenue	31,963
Total assets	24,034

COASTAL MEDICAL

Employees	539
Affiliated physicians	98
Total operating revenue	76,337
Total operating expenses	82,094
Income (loss) from operations	(5,757)
Excess (deficiency) of revenue over expenses	(5,786)
Net patient service revenue	75,056
Total assets	33,070

Patient Stories

Symptoms, treatments, and outcomes may differ from patient to patient, but every patient story shares a common thread—a powerful connection to a dedicated care team.

Over the course of a year, our caregivers help thousands of individuals overcome and manage a myriad of situations that range from minor disruptions to life-changing events. By sharing their stories, patients are telling our story.





Andrea Blair; Erin Azar, DPT; Cara Genest, PT; Allissondra Dutra, PT
Vanderbilt Rehabilitation Center at Newport Hospital

Empowering Andrea to Become Unstoppable

It was October of 2022, and **Andrea Blair's** life was about to change in a sudden and cruel way. "I wasn't feeling well for a few days," she remembers, "and one morning I woke up with tingling in my feet and having trouble walking . . . then my legs just gave out on me."

The cause of Andrea's mobility loss would later be identified as multiple sclerosis, a chronic, unpredictable disease of the central nervous system. In what felt like the blink of an eye, Andrea, a 36-year-old high school assistant principal, had her whole world turned upside down.

" 'Team' is not the right word to describe those caregivers. They're more like family."

– Andrea Blair

"I went from walking—and sometimes running—up three flights of stairs after young'uns who were skipping class to paralysis in my lower extremities in less than a week. It was life-changing and happened that fast."

Fortunately, the medical response was also fast. In a matter of just a few days, Andrea was transported from the hospital where she received emergency services and stabilization, to [Newport Hospital](#), where she immediately began intensive rehabilitation. "When I arrived at Newport Hospital, my room was ready, and the nurses were in there waiting for me. They were all smiles and welcoming and their words were very reassuring," she recalls. "They dropped my anxiety level and made me feel at home."

They also got right to work.

Occupational and physical therapy started quickly, with 90 minutes of each every day. "Everyone on the team was invested in seeing the slightest progress," Andrea adds, "and I always felt like my health and well-being was their top priority."

During her six weeks of inpatient services at the [Vanderbilt Rehabilitation Center](#), Andrea was among the first patients to undergo therapy using the hospital's recently acquired EksoNR. A high-tech, wearable exoskeleton suit, the EksoNR re-trains the brain and muscles on correct step patterns, weight shifting, and posture, with the goal of hopefully helping patients to walk properly on their own again.

Andrea jokes that she felt like a "cyborg or Transformer" donning the state-of-the-art apparatus, but marvels at how well it worked and how much it advanced her progress. "It really gives you the feeling that you're walking on your own and it trains you toward what's possible."

Now back home, Andrea puts into practice everything she learned at Vanderbilt and continues outpatient OT and PT three or four times a week. She remains hopeful and is always making forward progress. "Every week, I can do a little more and walk a few steps further."

Reflecting on her Newport Hospital experience, Andrea says, "'Team' is not the right word to describe those caregivers. They're more like family. My slogan with them was 'I am unstoppable' because they empowered me with that feeling."



"There is still the misconception that patients need to travel out of state to receive state-of-the-art and advanced surgical care. That is simply not true."

– Carla Moreira, MD

Nick of Time Surgery Saves Nick

Nick Roach recalls the sudden, sharp, and radiating pain he felt in his lower abdomen. "It was unbelievable," he says. "I couldn't sit still." As a result, his primary doctor ordered a series of imaging tests, which confirmed the presence of kidney stones.

Unfortunately, Nick would quickly find out that the stones were not his biggest health concern. The same screenings revealed something far more dire: a large abdominal aortic aneurysm. It was swollen and bulging to the point where it was in danger of rupturing. If that happened, Nick could experience massive and potentially fatal internal bleeding. In fact, Nick's father had died from a ruptured aneurysm years before.

After the unsettling discovery, the 77-year-old was immediately taken to Rhode Island Hospital. There, a strategy of care was discussed urgently. Nick's family had a personal connection with a doctor at a Boston hospital, the initial plan was to transfer him there.

Abiding by his family's wishes, Nick's vascular surgeon at [Rhode Island Hospital](#), Carla C. Moreira, MD, followed protocol and reached out to her counterpart at the Boston hospital to facilitate a physician-to-physician hand-off.

However, his abdominal pain worsened, and it became clear that he needed emergency surgery. Going to Boston was too risky, so he was rushed to the OR at Rhode Island Hospital for open repair of his abdominal aortic aneurysm. In the skillful hands of Dr. Moreira and team, Nick underwent the complicated procedure. The surgery was a success.

"Throughout the process, I communicated closely with Nick's family and made them feel comfortable that we had all the resources and expertise to take great care of him here at

Rhode Island Hospital," Dr. Moreira explains, something she wishes was more broadly known. "There is still the misconception that patients need to travel out of state to receive state-of-the-art and advanced surgical care. That is simply not true," Dr. Moreira says. "Across the board, we provide the same level of sophisticated, comprehensive, and world-class diagnostic and treatments right here in Rhode Island."

Following aortic surgery, Nick also had his kidney stones treated at Rhode Island Hospital in the same visit. "Everything happened pretty quick," he says. "I was admitted on a Friday night and underwent surgery on a Saturday night."

After 10 days of inpatient care, Nick was discharged to an acute rehabilitation facility. Following a week there, he was ready to go home and was on his way to a full recovery.

"I was so impressed with Dr. Moreira," Nick says. "Not only her work—she is a very capable and talented surgeon—but her attitude. She's upbeat and positive and very observant when dealing with patients."

Reflecting on his journey, Nick feels grateful for the care he received at Rhode Island Hospital and is happy he was able to stay close to home. He also appreciates the local connections; two staff members who cared for him were grade-school friends of one of his sons. "It's amazing how many people I run into that I have links to already," he points out. "The people you find in the health system are Rhode Islanders who have long-term ties, they can be your next-door neighbor. You're not likely to find that kind of closeness in a Boston hospital."

Amazing Pediatric Trauma Care Saves Nolan

Nolan

"Hasbro Children's Hospital gave me my son back!"

– Nolan's father, Ian

Life can change in an instant. The Rodrigues family experienced that first-hand on their way home from a family theme park the day after a recent Thanksgiving.

The family of four—three-year-old **Nolan**, his older brother, and his parents—were in a multi-vehicle car accident on the highway. Despite being in his car seat, Nolan sustained serious injuries, including severe head trauma and a laceration on his forehead.

The toddler's grandparents, Patti and Michael, were following in a separate car and saw the whole shocking incident unfold before their eyes.

Nolan was immediately brought by ambulance from the scene of the accident in Fairhaven, Massachusetts, to [Hasbro Children's Hospital](#)—the only Level 1 Pediatric Trauma Center in Southeastern New England.

As soon as he arrived at the hospital, Nolan received expert medical care from a team of doctors, nurses and surgeons and was quickly brought to the operating room for surgery to address his head injury.

In the days after the accident, he had trouble speaking and following commands.

"We were terrified, not knowing what the long-term effects were going to be," said his grandfather, Michael. "We just wanted to know we were going to get our silly and happy Nolan back."

Nolan spent several weeks at the hospital, initially in the Pediatric Intensive Care Unit, where he was closely monitored for complications, including stroke. Slowly but steadily, his condition improved. Following the surgery, the most important aspect of Nolan's healing was simple: rest.

After three weeks at Hasbro Children's, his family was relieved to learn that Nolan was stable enough to transfer to a rehabilitation hospital. Even better, he was able to go home from there on December 23—just in time to celebrate Christmas with his family.

His full recovery has taken time, and he continues to receive outpatient physical, occupational, and speech therapy at Hasbro Children's, but today Nolan is doing great and back to his usual happy dinosaur- and fish-loving self.

"The doctors and the nurses were so amazing, not only in caring for Nolan but also in letting us know what was going on," Michael says. "And the therapists in rehab were equally amazing. We will be forever grateful." Nolan's parents echo those feelings.

"The kindness and reassurance I received from everyone was comforting, and the early detection of my cancer helped to save my life."

– Kristen Contarino



Kristen Contarino
and her family

Coughing Leads to Lifesaving Care for Kristen

Kristen Contarino has had the flu before. But this bout of influenza was different.

"The vicious cough that developed shortly after was like nothing I'd ever experienced," she recalls. "Forgive the graphic details here, but during one of the more intense coughing fits, I felt a large hard chunk of something come up."

The something was hardened blood.

After some nudging from her husband Joe, Kristen, a 36-year-old busy mom, agreed to call her primary care doctor. Her doctor said if Kristen had a similar episode, she should go to the emergency room as soon as possible. Just 30 minutes later, Kristen again coughed up blood.

"They were worried I might have a pulmonary embolism," Kristen says. She and Joe quickly headed to the emergency department at [The Miriam Hospital](#). There, she underwent a CT scan of her chest, which concluded that she did not have a pulmonary embolism. But they did discover a mass.

"The absolute gut punch that you feel in that moment is hard to describe," Kristen explains. "It's a weakness like none other, a pain and sickness all at once."

Kristen says her first thoughts were of her children and what would happen to them if anything happened to her. And then she started to cry.

"The nurse took my hands and hugged me. Her kindness settled me," Kristen says. "She asked about my babies. Of course, they weren't really babies, but they will always be my babies. Talking about them always brings me joy and calms me down."

A bronchoscopy was performed on Kristen to scope the mass and pull tissue from it to determine exactly what it was: a carcinoid tumor in the right middle lobe of her lung. It had to be removed as soon as possible, because the quicker it was removed, the quicker it could be contained and, hopefully, no further treatments would be needed.

In the days and weeks that followed, Kristen would learn firsthand what The Miriam's mission of *"Delivering health with care"* was all about. She was seen by a pulmonologist, underwent a Pulmonary Function Test and PET scan, met with a surgeon, an oncologist, a social worker, went for pre-op testing ... In her words, "the list never ended."

"Despite all of my doctors assuring me that we caught this early, it was curable, and the surgery was something they do all the time—I was not convinced," she says. "To me, this was a major procedure. Remove a part of an organ? This was not normal."

But it was necessary.

Kristen underwent a video-assisted thoracoscopy, where the right middle section of her lung was removed. The surgery was a success. She would lose a minimal amount of lung and breathing capacity and would not need any chemo or radiation.

Today, Kristen is back to her healthy, active lifestyle and credits her entire care team at The Miriam—especially Medical Oncologist Hina Khan, MD, and Pulmonologist Peter Karczmar, MD—with helping her achieve a full recovery.

"The kindness and reassurance I received from everyone was comforting," she says, "and the early detection of my cancer helped to save my life."



Enjoying Long Walks Again After Heart Surgery

Bob Gould wasn't feeling well. He thought he caught a cold from his granddaughter during a family get-together and that maybe it turned into bronchitis; he felt overly fatigued and had pain in his larynx and lungs when he exerted himself.

Just to be on the safe side, he took several COVID tests over the next few weeks, which were all negative. The discomfort persisted on and off for weeks, but Bob, an avid cyclist and walker, felt well enough to continue his regular exercise regimen for the most part. So, he decided to wait for his scheduled annual check-up to discuss the matter with his primary care doctor.

At the appointment, a stress test was ordered, which Bob failed. He had two blocked coronary arteries and would need to have them surgically repaired without delay. The next day, doctors attempted a stent procedure on Bob, which they could not complete because his arteries were totally occluded.

His care team at [Rhode Island Hospital](#) determined that coronary artery bypass grafting was Bob's best option. The delicate and complicated surgery involved taking healthy blood vessels from

another part of Bob's body and connecting them below the blocked arteries to create a new path for blood to flow adequately to his heart.

The operation was a success.

After a six-day inpatient stay, and extensive cardiac rehabilitation services, also provided by Rhode Island Hospital, Bob fully recovered and got back to enjoying long walks and bike rides. He's even taken up Qigong.

Now 70, a grateful Bob reflects, "From the doctors, nurses, and support staff to housekeeping, food and nutrition services, interns . . . everyone I encountered at Rhode Island Hospital had a positive, professional attitude. I felt so fortunate to be there."

"Everyone I encountered at Rhode Island Hospital had a positive, professional attitude. I felt so fortunate to be there."

– Bob Gould

Overcoming Anxiety Through Treatment Changes Everything

It started when 12-year-old **Emilie** felt a lump in her throat at school.

“At the end of the day, I walked to the bus with my friend. And I asked her, ‘If I swallow something that’s part of my body, what will happen to me?’ And not saying anything is her fault, but she said I could die. And I got too stuck on it.”

Then Emilie felt tingly, like she might be having a seizure. Turns out, it was a panic attack. Around this time, she also started experiencing other fears, like wondering if her food was contaminated.

“It all happened kind of quickly,” recalls her mom, Kimberly, of Emilie’s experience. “Things just grew into kind of an acute anxiety/OCD situation. She’d stopped eating, and really wasn’t drinking. And lost quite a bit of weight. She couldn’t really get through the day without having extreme anxiety and fear that something bad was going to happen to her.”

Knowing she needed more help than weekly hour-long outpatient sessions could provide, Emilie’s therapist referred her to [Bradley Hospital Pediatric Anxiety Research Center \(PARC\)](#). Within days of an initial intake call, she was admitted to PARC’s intensive day program.

She spent a little more than three months attending the program, which focuses on exposure therapy. In addition to the work done at Bradley, she benefited from therapy with the program’s exposure coaches. They traveled to the family’s home, about 45 minutes away from Bradley, and helped her confront her fears, particularly those around eating.

“I would say the first six weeks, we had a daily challenge to get her to eat,” Kimberly says. “And then one weekend—I don’t know if it was a combination of medication or time—she just started eating. And it’s like everything changed.”

The program’s clinicians also taught her phrases to focus on when she feels anxious, like “sit with the feeling.” Now, more than two years later, she still uses those words and other tools she learned in the program.

After completing the program, Emilie was able to transition back to outpatient therapy closer to her home. She still lives

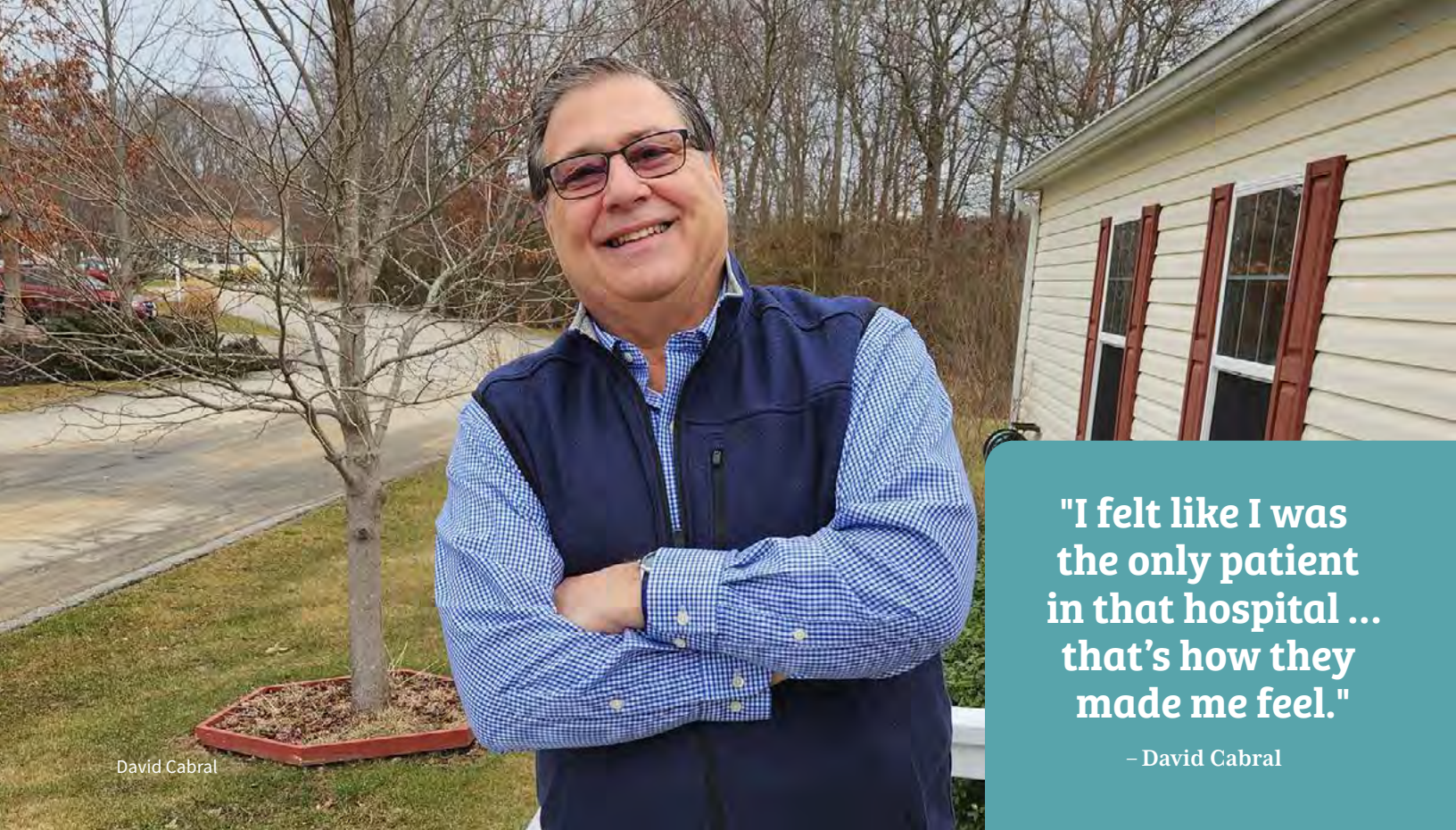


"I want other parents to know help is available."

– Emilie’s mother, Kimberly

with anxiety but feels confident she can manage her scary feelings now—thanks to PARC and her hard work.

“I want other parents to know help is available,” Kimberly says. “PARC and [Bradley Hospital](#) can help get your family through a very difficult situation. PARC was there for us in a crisis and helped us get to the other side of it.”



David Cabral

"I felt like I was the only patient in that hospital ... that's how they made me feel."
– David Cabral

Revolutionizing David's Quality of Life

For years, **David Cabral** suffered discomfort from degenerative disc disease in his lower back.

"I really couldn't do much of anything because of the pain," he recounts, "which went from my hip all the way down to my foot. My quality of life was greatly diminished."

The pain finally prevented him from doing many of the things he loved, like going on long walks with his wife and grandchildren, sports fishing, and volunteering at his beloved local Elks Club. That's when the 69-year-old from Tiverton made medical history in Rhode Island.

In 2022, Cabral was one of the first patients at [The Miriam Hospital](#) to undergo surgery using revolutionary robotic technology called the [Mazor X Stealth Edition Robotic Guidance System](#). A team of world-class surgeons led by Alan H. Daniels, MD, chief of spine surgery for the Department of Orthopedics and co-director of the spine surgery program, performed the procedure.

"The Mazor X brings together a mixture of artificial intelligence, 3D imaging, and precision guidance that allows us to perform

minimally invasive surgeries in a more exacting way, using smaller incisions, less X-ray radiation, and achieve amazing accuracy of screw placement," Dr. Daniels explains.

Robotic guidance helps the surgeon carry out a customized surgical plan with exceptional precision, while simultaneously using built-in navigation and an integrated camera with spatial tracking to get real-time imaging feedback. This provides visualization on progress and ensures the operation goes exactly as intended.

Post-surgery, David's pain went away quickly, and within two weeks he was back to himself. While he was made aware that his surgery was performed using "some brand new technology," it was the compassionate and coordinated care that Dr. Daniels and his team at The Miriam provided that really stuck with him.

"I felt like I was the only patient in that hospital," he recalls. "I knew that wasn't the case, but that's how they made me feel." And he's not shy about spreading the word. "I live in a 55 and older complex. When I see someone limping around or complaining about back or neck pain, I always say, 'Hey, do yourself a favor. Go see my guy.' "

"It's impossible to overstate the importance of regular mammograms, even if you're feeling on top of the world."

– Michelle Rei

Testing Early Confirms Michelle's Family History of Cancer

For **Michelle Rei**, 43, it was never a matter of if she'd be diagnosed with breast cancer, but a question of when.

"My grandmother, an aunt and a cousin suffered from the disease," says Michelle, "and my mom is a survivor."

Considering her family's history of breast cancer, Michelle was assiduous with her self-checks and never missed her annual mammogram at the [Anne C. Pappas Center for Breast Imaging at Rhode Island Hospital](#). But, after years of clean scans, there was the sudden appearance of a lump. A biopsy confirmed triple-negative breast cancer.

"I wasn't surprised by my diagnosis, really. I just wanted to know what came next and when treatment could begin," she recalls.

As fate would have it, one of the physicians on Michelle's care team had treated her mother two decades earlier; Theresa Graves, MD, director of the Breast Cancer Center of the [Lifespan Cancer Institute](#). Michelle's familiarity with Dr. Graves and her mother's outcome made for an easy decision.

"It never crossed my mind to go anywhere else," Michelle says. "This place took great care of my mom."

Within two weeks of her diagnosis, Michelle began chemotherapy to shrink the aggressive cancer before surgery



Michelle Rei

could be performed. Five months later, a multi-hour surgical procedure successfully removed the cancer from Michelle's breast. More than a year later, Michelle remains cancer-free and receives special immunotherapy to lessen the chance her cancer returns.

"I know I was fortunate the cancer was caught when it was," says Michelle. "It's impossible to overstate the importance of regular mammograms, even if you're feeling on top of the world."



"There's no way of knowing exactly how things would be if we didn't have the procedure," she says, "but I strongly believe my baby is walking today because of it."

– Ixadalys Rolon-Otero

Challenging Surgery for Tiny Patient Delivers Huge Results

At 19-weeks pregnant with her second child, Ixadalys Rolon-Otero received devastating news. The child's fetal ultrasound was abnormal. Her Providence-based obstetrician immediately referred her to the highly specialized Fetal Treatment Program of New England, a longtime partnership between [Hasbro Children's Hospital](#) and [Women & Infants Hospital](#).

Further testing revealed the fetus had the neural tube defect spina bifida. The spinal cord had failed to close during the first four weeks of fetal development. Spina bifida can cause serious complications, including paralysis, incontinence, and accumulation of cerebrospinal fluid on the brain.

Though the situation was alarming, Ixadalys and her husband were in the right place, at the right time. They had access to the best, and most advanced, treatment for her son—whom they would name **Jadiel**—without having to leave their home city. About a year earlier, Hasbro Children's Pediatric Surgeon-in-Chief, Francois I. Luks, MD had performed New England's first successful in-utero surgical procedure for spina bifida.

For two decades, Hasbro's team of surgeons and clinicians with the [Fetal Treatment Program](#) had performed extremely delicate in-utero surgical procedures for various conditions. Operations for spina bifida come with risks for fetus and mother, and not all women are appropriate candidates for it. After meetings and screenings with the Fetal Treatment Program team, Ixadalys was determined eligible to undergo the procedure.

"I knew if it was an option, I was going to do it," she says. "It was the best thing for my son. I was thinking about him before myself."

The challenging operation, performed by a team of 10 surgeons and clinicians, first involved performing a Cesarean section-like incision to expose the uterus and the 25-week fetus. Then, through intricate, microscope-assisted work, Hasbro Children's neurosurgeons, led by Konstantina Svokos, DO, repaired the damage to the tiny fetus's spinal cord and applied a skin patch.

A little more than two months after the successful procedure, Jadiel was born by Cesarean section. Three-plus years later, he receives ongoing physical and occupational therapy, and regular care from the hospital's urology and neurology specialists. He loves coloring, painting, and playing with his six-year-old sister. Ixadalys is thrilled Jadiel is able to walk with assistance from a walker.

"There's no way of knowing exactly how things would be if we didn't have the procedure," she says, "but I strongly believe my baby is walking today because of it."

"I wouldn't say that I ignored symptoms, but I didn't exactly know what to look for."

– Michelle MacDonald

Michelle MacDonald

Recognizing When it's a Woman's Heart Attack

"From the moment I saw the sunrise after my surgery, I knew I had to live this life different," says **Michelle MacDonald**, recalling the morning after she suffered a "widow making" cardiac event.

Michelle, a very active mom, wife, and first-grade teacher, was the last person anyone would suspect to have a cardiac condition—even her own physician. But, the symptoms she was experiencing for a few weeks prior to that fateful date in September 2022, were symptoms of a heart condition.

"I wouldn't say that I ignored symptoms, but I didn't exactly know what to look for," she explains, a little out of breath and rubbing her chest after a walk. "It felt like I worked out too hard or that it was heartburn because it didn't register as pain." She also had jaw pain—a common but often unknown heart attack symptom in women—but didn't connect the dots because she had no risk factors for cardiac disease.

Thankfully, she didn't ignore her watch's alert that her resting heart rate was high and called 9-1-1.

"If my husband had been at work that evening, I would have just gone to bed hoping to feel better in the morning," Michelle says, "but I probably wouldn't have woken up."

Emergency responders brought her to the [emergency department at The Miriam Hospital](#). Initially, her condition was unclear, but attending physician Taneisha Wilson, MD, reassured her she was in the right place.

Michelle was having a heart attack, but the cause was not a common cholesterol blockage. She had a condition called SCAD—spontaneous coronary artery dissection—where the lining to the artery tears and causes a blockage. It mostly affects women in their 40s and 50s without the common cardiac risk factors such as high blood pressure, high cholesterol, or diabetes. For Michelle, the symptoms she had been experiencing were a result of a tearing vessel and the slowing of blood flow, ultimately blocking the artery and causing her heart attack.

By the time Michelle reached the cardiac cath lab, her artery was 98 percent blocked.

With his experience and expertise, interventional cardiologist Douglas Burt, MD, placed two stents to clear the blockage. Dr. Burt explains, "we don't always place stents for SCAD but in Michelle's case it was our best option to restore blood flow."

Initially it was thought she could go back to work as a teacher, but upon meeting with Katharine French, MD, director of the [Women's Cardiac Center](#), it was recommended that Michelle allow her body time to heal.

"My job as a first grade teacher is anything but sedentary," says Michelle. "Going to cardiac rehab was an important step in getting me back to physical activity in a safe way."



"The whole process felt calming and really soft, which was important because we were a little nervous at first."

– Nhyazia-Renee (Lovely)

Delivering Baby Rosemary with Comforting Care

For **Nhyazia-Renee Lovely**, going to [Newport Hospital](#) to deliver her first child was a “positive and comforting” experience. Partly because her mom had given birth there three times and she had a good idea of what to expect. But mostly because she found the staff at the [Noreen Stonor Drexel Birthing Center at Newport Hospital](#) to be kind, compassionate, and highly competent in every way.

“The whole process felt calming and really soft,” she explains, “which was important because we were a little nervous at first.” Nhyazia says that her pre-natal care, ultrasound appointments, midwife and doctor visits, as well as interactions with hospital support staff, all exceeded her expectations.

“Everyone was so professional and could not have been nicer,” she adds. “They communicated with us every step of the way, answered all our questions, provided us with educational materials, and were so attentive and responsive. They were constantly checking in with us.” Even when baby Rosemary

presented with jaundice—a common condition but scary, nonetheless, for new parents—hospital staff were quick to reassure the young couple and take action to remedy the condition; employing phototherapy to expose the baby’s skin to as much light as possible, which makes it easier for the baby’s liver to break down and remove the bilirubin from the blood.

“We went home the next day, and everything was fine,” Nhyazia reports, adding “I feel like Newport Hospital is the best place to have your child because of the birthing center. It’s very safe and the care is superior.”

Advocating for Izzy Improves Life for Everyone

When a child starts preschool, it is often a joyous, yet bittersweet occasion for parents. It marks the beginning of independence, new friends, a new chapter in life. For Amy, it was troubling.

Her four-year-old daughter **Izzy** would often become nonverbal, using screaming, moaning, and physical outbursts to express her discomfort. Izzy's behavior at school became so dysregulated that her teachers asked Amy to pick Izzy up early.

"It was very disruptive and frustrating," Amy says. "And we didn't know how to help her."

By the time she was in kindergarten, the calls home became more frequent. "She was hitting teachers on a daily basis to the point where she actually got suspended one time," Amy recalls.

Izzy's pediatrician diagnosed her with attention-deficit/hyperactivity disorder (ADHD), a mental health condition that involves symptoms related to inattention, hyperactivity, and impulsivity. The family tried outpatient therapy and medication prescribed by the pediatrician, but her disruptive behavior continued.

As Izzy wrapped up kindergarten and readied for first grade, Amy knew her daughter needed more intensive help. "We had exhausted our options with the pediatrician, and I had a feeling that something more was going on," Amy says.

Last July, Izzy entered [Bradley Hospital's Pediatric Partial Hospital Program \(PPHP\)](#), which offers comprehensive treatment and evaluation during the day and allows patients to spend the evenings at home with their families.

Right away, Izzy's clinicians noticed that she exhibited some anxiety-related symptoms, which had previously gone undetected.

"One of the challenges for us with the young children is figuring out what's driving some of the symptoms we're seeing," said Katherine Partridge, PsyD, one of Izzy's psychologists. "Izzy came to us with an ADHD diagnosis, and we quickly said, 'yes, that fits, but we don't think that explains everything that's happening.' The anxiety piece was a helpful layer of understanding."

Izzy's treatment for ADHD and generalized anxiety disorder included milieu and behavioral therapy, family therapy with her parents, parent-child interaction work, speech and occupational therapy consultation, and medication management.

Her treatment team learned that her anxiety was alleviated when she gained a sense of what to expect in various scenarios. To lessen uncertainty, they used a visual schedule with her at the hospital and helped plan a bedtime routine for her parents to implement at home.

About a month and a half into treatment, Amy noticed improvements in her daughter's functioning. She was better able to communicate her needs—for instance, saying, "I need a break"—and her non-verbal outbursts became less frequent.



"I've seen such a big difference in my daughter. Thanks to Bradley, I feel like I have my child back."

— Izzy's mother, Amy

Figuring out the best medication plan for Izzy took some time, but once they did, it was a "big breakthrough," as Amy describes it. The medication further stabilized her mood and behaviors, and she was able to "graduate" from Bradley three months after entering the program.

Now, at age six, Izzy is doing so well that she has been able to move from a special needs setting into a general first grade classroom at her school.

"The reports I'm getting from her teachers and school psychologists is that she's almost like a different kid than she was last year," Amy says. "I've seen such a big difference in my daughter. Thanks to Bradley, I feel like I have my child back."

Facing Cancer for Jocelyne is Twice the Challenge

Jocelyne Dolce's two cancer stories still feel surreal to her.

The first one begins the Tuesday before Thanksgiving, almost a decade ago. That day, Jocelyne had a sick appointment for a lingering cough and shortness of breath, which led to a probable cancer diagnosis just eight hours later in the emergency room at [Rhode Island Hospital](#).

A CT scan at the hospital revealed a softball-sized mass in her chest, and she was immediately admitted. A few days later, her preliminary pathology reports revealed Jocelyne had a form of lymphoma and she was transferred to the oncology floor.

Days later, she was diagnosed with primary mediastinal large B cell non-Hodgkin's lymphoma and received her first chemotherapy treatment that evening. After five more rounds of outpatient chemotherapy, 22 radiation treatments, years of follow-up appointments, and the assistance of dozens of people at Rhode Island Hospital, Jocelyne lived a happy, cancer-free life for seven years.

But sadly, that extended period of good health was also upended.

Under the guidance and advice of her hematologic oncologist and primary care physician, Jocelyne received what was to be the first of yearly breast MRIs as a preventative screening seven years after finishing radiation. Unfortunately, the discovery of several discrete masses and a biopsy ultimately led to a diagnosis of breast cancer eight years after her first diagnosis. Once again, Jocelyne found herself engulfed in the life of a cancer patient and once again turned to the world-class team at Rhode Island Hospital for the care she needed.

Jocelyne first underwent a right mastectomy. Then, she had a prophylactic or preventive mastectomy on the left breast nine months later, which was immediately



Jocelyne Dolce

"The fact that I am a survivor truly is due to the exemplary care I've received at the Lifespan Cancer Institute and Rhode Island Hospital."

– Jocelyne Dolce

followed by a reconstruction procedure. Jocelyne says the recovery was challenging, but her care team was "amazing and saw me through every step of the process with kindness and empathy."

Today, Jocelyne enjoys a healthy, active life. Reflecting back on her journeys, the grateful patient says, "I never thought that I would be diagnosed with cancer at 30—let alone for a second time at 38. The fact that I am a survivor truly is due to the exemplary care I've received at the [Lifespan Cancer Institute](#) and Rhode Island Hospital. There are simply not enough words to thank the doctors, nurses, and medical team for saving my life . . . not once but twice."



Adam Occaso, RN, Lead Clinical Nurse, Newport Hospital



LIFESPAN DISTINCTIONS

- In 2023, The American Heart Association/ American Stroke Association recognized **Rhode Island** and **The Miriam** hospitals with the “Get with the Guidelines—Stroke Gold Plus award,” for their commitment to ensuring stroke patients receive the most appropriate, leading-edge treatment, as quickly as possible, in accordance with nationally recognized, evidence-based guidelines. **Newport Hospital** was recognized with the “Get with the Guidelines - Gold Plus award,” which means that it continues to reach an aggressive goal of treating patients with 85 percent or higher compliance to core standard levels of care outlined by the AHA for 24 consecutive months or more.
- **Rhode Island Hospital** was also named to the Stroke Elite Plus Honor Roll, Stroke Advanced Therapy Honor Roll, and the Type 2 Diabetes Honor Roll.
- **The Miriam Hospital** was named to the Type 2 Diabetes Honor Roll as well as the Stroke Honor Roll.
- **Newport Hospital** was named to the Type 2 Diabetes Honor Roll Award.
- **Lifespan** was recognized with two awards for its commitment to employee well-being – the 2023 Healthiest Employers of Rhode Island Award from *Providence Business News* and the Exemplary Award for the 2023 Annual Worksite Health Awards from the Greater Providence Chamber of Commerce and Blue Cross & Blue Shield of Rhode Island.
- Five sites across Lifespan were designated as LGBTQ Safe Zones by Blue Cross & Blue Shield of Rhode Island in 2023. This recognition certifies that these sites deliver care designed to meet the specific needs of LGBTQ patients. The sites are **Hasbro Children’s Hospital Adolescent Medical Clinic, Hasbro Children’s Hospital Rehabilitation Services, The Miriam Hospital Infectious Disease Department, The Miriam Hospital’s Sexually Transmitted Infections (STI) Clinic, and Coastal Medical Consultants in Cardiology.**



- **The Miriam Hospital** received accreditation under the American College of Surgeons National Accreditation Program for Rectal Cancer in recognition of the hospital's efforts to improve the treatment of rectal cancer.
- For the 12th consecutive year, **The Miriam Hospital** was named the top hospital in the Providence metro area, which includes all of Rhode Island and southeastern Massachusetts, according to *U.S. News & World Report's* 2023-2204 Best Hospital rankings.
- **Lifespan** was the only US hospital system, along with its partner Oomph, to make Nielsen Norman Group's list of the top 10 intranet platforms in the world.



Keith Scarfo, DO, MS, Co-Director, Norman Prince Spine Institute, Norman Prince Spine Institute



Elizabeth Worden, PA, Thoracic Surgery, Rhode Island Hospital

- **Rhode Island Hospital** was again awarded the Healthgrades Pulmonary Care Excellence Award in 2023.
- **Lifespan's IS team** was one of 50 nationwide to receive a CSO50 Award for 2023. The CSO50 awards recognize 50 organizations nationwide for security projects and initiatives demonstrating outstanding business value and thought leadership.

- In 2023, **Rhode Island Hospital's** Medical Intensive Care Unit (MICU) received a four-year silver designation of the Beacon Award for Excellence by the American Association for Critical Care Nursing.
- Both **The Miriam** and **Newport** hospitals scored an "A" in The Leapfrog Group's Fall 2023 Hospital Safety Grades Report. The Leapfrog Group, an independent nonprofit health care watchdog group, rated nearly 3,000 hospitals nationwide on how well they prevent medical errors, accidents and infections.
- *U.S. News & World Report* named **Rhode Island Hospital** a "high performer" in the areas of lung cancer surgery, aortic valve surgery, diabetes care, and stroke treatment for 2023-2024.
- The Blue Cross Blue Shield Association named **Rhode Island Hospital** a Blue Distinction Center + for spine surgery and knee and hip replacement. This designation recognizes healthcare facilities across the nation that demonstrate expertise in delivering quality specialty care.
- Three **Lifespan** hospitals made Lown Institute's "most socially responsible" list. Both **The Miriam** and **Newport** hospitals earned an "A" and **Rhode Island Hospital** received a "B."

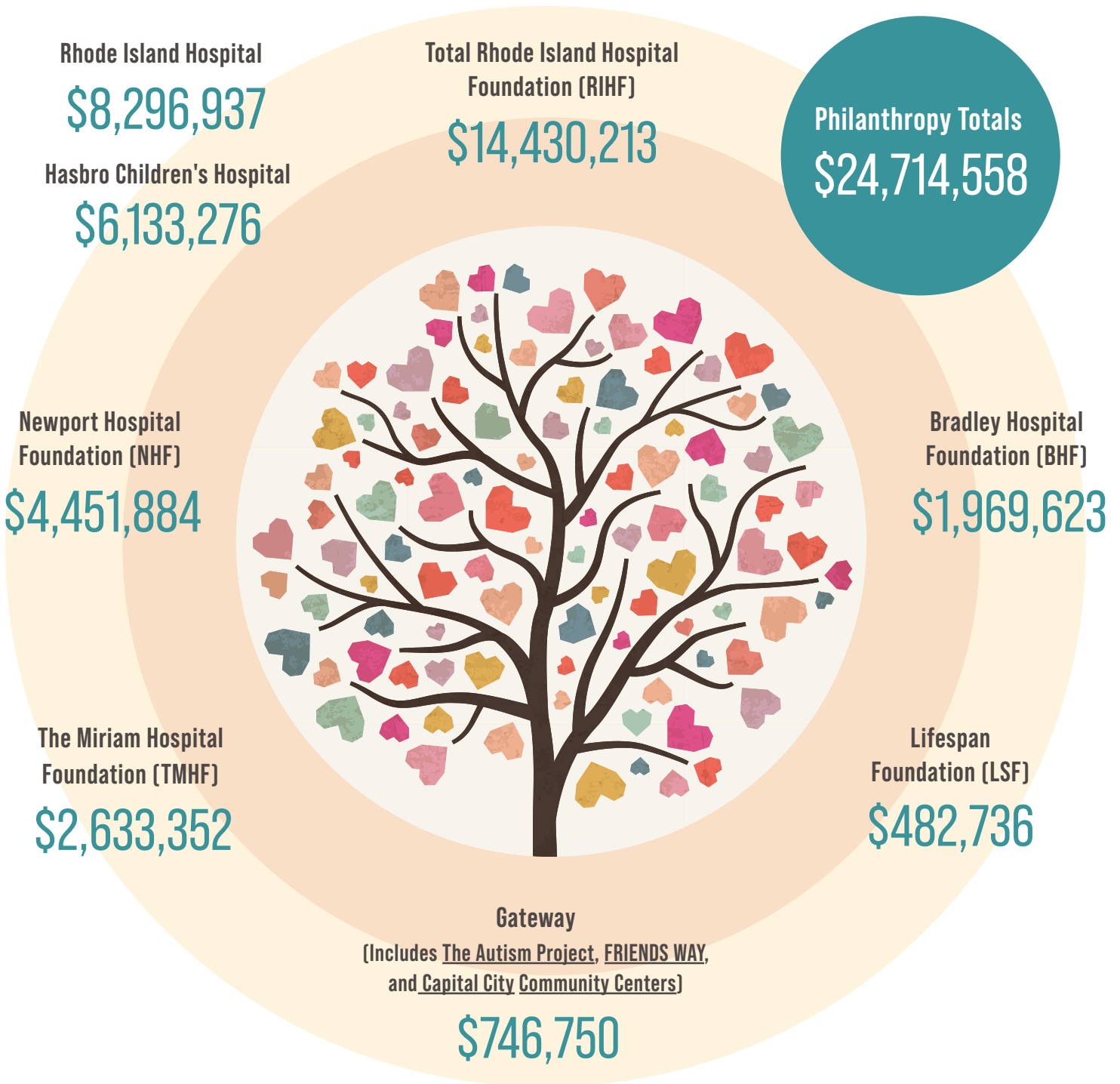


Front row: Jessica Guisi, MD; Karen Aspry, MD; Verity Ramirez, MD; Sade Solola-Nussbaum, MD; Christina Al Malouf, MD; Estelle Torbey, MD.
Back Row: Kayle Shapero, MD, PhD; Katharine French, MD; Marilyn Weigner, MD; Athena Poppas, MD; J. Dawn Abbott, MD; Susan McIvanie, MD; Janine Lairmore, MS.

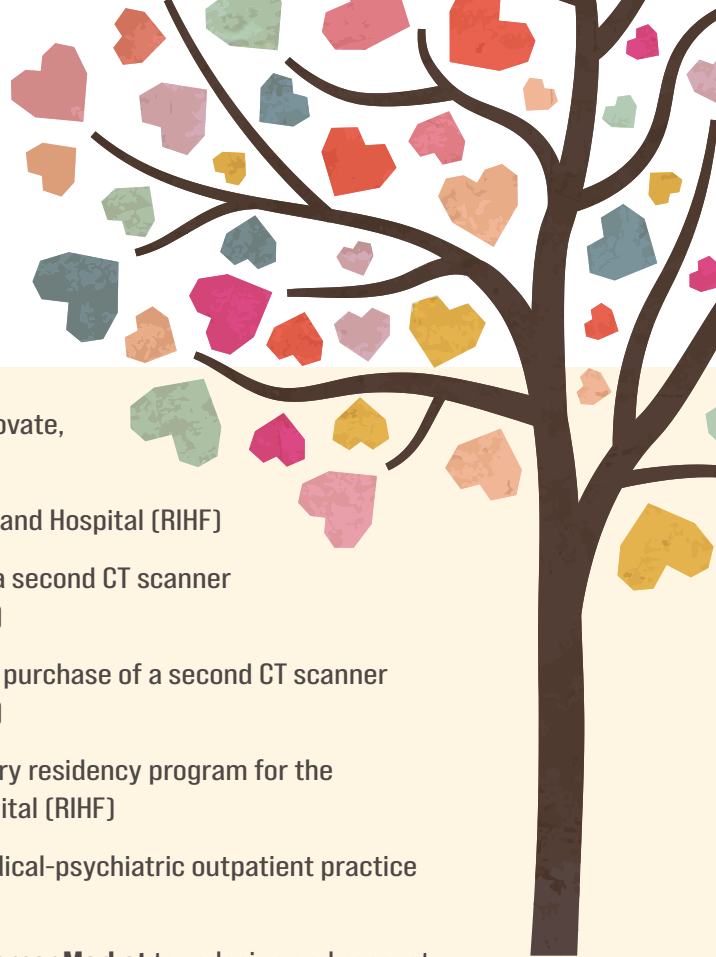
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Philanthropy sustains programs and services throughout Lifespan—many of which wouldn't be possible without the generosity of our donors. We are grateful for each and every gift.

Total number of gifts: 23,751



MAJOR GIFT AND PLEDGE HIGHLIGHTS



- \$2,500,000** **The John and Tricia Ferreira Family** to redesign, renovate, and name the lobby at Rhode Island Hospital (RIHF)
- \$ 800,000** **John A. Tarantino** for oncology research at Rhode Island Hospital (RIHF)
- \$ 750,297** **The Champlin Foundation** towards the purchase of a second CT scanner for primary use in the emergency department (NHF)
- \$ 750,000** **Alletta Morris McBean Charitable Trust** towards the purchase of a second CT scanner for primary use in the emergency department (NHF)
- \$ 700,000** **Delta Dental of Rhode Island** to create an oral surgery residency program for the Samuels Sinclair Dental Center at Rhode Island Hospital (RIHF)
- \$ 500,093** **Tom and Cathy Lawson** toward establishing the medical-psychiatric outpatient practice at Hasbro Children's Hospital (RIHF)
- \$ 398,555** **Colbea Enterprises/Delli-Carpini Family/Seasons Corner Market** to redesign and renovate the lobby at Rhode Island Hospital (RIHF)
- \$ 375,000** **Anthony and Eduarda Calandrelli** to redesign and renovate the lobby at Rhode Island Hospital (RIHF)
- \$ 250,000** **Carol Keefe and Thomas Depetrillo** to redesign and renovate the lobby at Rhode Island Hospital (RIHF)
- \$ 250,000** **Kimberly and Bradford Dimeo/Dimeo Construction** to establish the Dimeo Family fund at Hasbro Children's Hospital (RIHF)
- \$ 250,000** **The Simon Nemzow Living Trust** bequest gift in support of The Miriam's greatest needs (TMHF)
- \$ 250,000** **Tony and Virginia Thomas** to redesign and renovate the lobby at Rhode Island Hospital (RIHF)
- \$ 150,000** **The Norman and Rosalie Fain Family Foundation** toward the purchase of a new ultrasound system for use in the operating rooms (TMHF)
- \$ 150,000** **Rita and Jonathan Gewirz** toward the construction and renovation of the adolescent behavioral health unit (NHF)
- \$ 112,000** **The Savit Family** to establish The Savit Family Hodgkin's Lymphoma Research Endowment and Fund toward discovering a potential cure for Hodgkin's lymphoma (TMHF)
- \$ 100,000** **David and Carol Bazarsky, Mr. and Mrs. Samuel M. Mencoff, and Prince Charitable Trusts** each made a pledge toward the adolescent behavioral health unit construction and renovation at Newport Hospital (NHF)
- \$ 100,000** **Betty and Joe Brito, Jr.** in support of The Bradley Center (BHF)
- \$ 100,000** **Tom and Cathy Lawson** for capital improvement projects at CADD (Center for Autism and Developmental Disabilities) group homes (BHF)
- \$ 100,000** **Linda Gordon** for the cancer center (NHF)

FUNDRAISING EVENTS

From galas to golf tournaments and telethons, signature fundraising events in 2023 had donors, sponsors, volunteers, and staff celebrating our mission of *Delivering health with care far and wide*.



Larry Sadwin, Brenda and David Turchetta (event chairs), and Henry Sachs III, MD, were “Reaching for the Stars” at Bravo Bradley on Friday, June 9, 2023, at Mount Hope Farm. The event raised \$996,184 of which \$452,775 supported The Bradley Center, an acute residential treatment program for adolescents with behavioral health and/or co-occurring substance use disorders.



Susan Stevenson and Dr. Doreen Wiggins with the Michael E. Wiggins, MD Leadership Award recipient Robert Andrade at the FRIENDS WAY Diamonds in the Sky Gala on September 29, 2023. The event raised more than \$114,000 to support cost-free bereavement services to families throughout Southeastern New England.



The Brown University football team was one of more than 120 teams to participate in the 21st Annual Imagine Walk on April 30, 2023. Participants raised more than \$150,000 to support programming at The Autism Project.



NBC 10 WJAR co-hosts Rosie Woods and Mario Hilario broadcast from the phone bank on March 23, 2023, for Rhode Island Hospital's Day of Giving. The daylong telethon celebrated healthcare heroes and their commitment to patient-centered care while raising \$382,329 to support the hospital's mission, with day-of fundraising supporting the Lifespan Cancer Institute at Rhode Island Hospital.



The spirit of giving and ohana (family) filled the air as 600 attendees gathered on August 19, 2023, for a tropical, Hawaiian-themed Hasbro Children's Hospital Heroes Ball on the grounds of Rocky Hill Country Day School in East Greenwich. Heroes Ball event chair Melisa Verrecchia, and co-chairs Denise Chakoian, and Lynne and Keith Kelly announced the \$1,092,644 total raised. Of that amount, \$345,600 benefited the evening's fund-a-need for the hospital's nationally renowned medical psychiatric program.



Hasbro Children's 2023 Champion Child Ethan James with Lifespan President and CEO John Fernandez and event chairs Jamo Carr and Lawrence A. Aubin, Sr. at Rhode Island Country Club on July 24, 2023, for Hasbro Children's Golf Invitational. The event raised more than \$416,000 for the hospital's compassionate care services and areas of greatest need.



Newport Hospital President Crista Durand welcomes former New England Patriots star and three-time Super Bowl champion, Julian Edelman, to the stage at Newport Hospital's Salute to Health on July 12, 2023, at Belle Mer. The event commenced fundraising for the creation of an adolescent behavioral health unit and wrapped up a yearlong 150th anniversary celebration for the hospital. In total, \$1,148,180 was raised; \$729,950 of which was for the new behavioral health unit.



Volunteers at the annual Hasbro Children's Hospital Radiothon in partnership with Cumulus Media Providence radio stations on May 11, 2023. More than \$298,000 was raised in support of patient care, research, and programs like child life and healing arts.



Athena Poppas, MD, Michael J. Sweeney and CeCe Bazar Aparo (event chairs), Suzanne Kaplan, and Maria Ducharme, DNP, RN at The WaterFire Arts Center on April 29, 2023, for the South Beach-themed Miriam Gala & Auction. In total, the event raised more than \$938,000, nearly half of which supports advancements in cardiac care at The Miriam Hospital.

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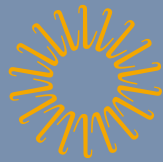
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