Griffin Health Services Corporation
Annual Meeting
1994
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Annual Meeting
of
Griffin Health Services Corporation

April 18, 1994
During the past ten years, Griffin Health Services and Griffin Hospital have been on a path of incrementally transforming from a health care provider typical of most hospitals of the 1970s and 80s to a health care system aware of the need for and the competence to assist in the healing of body, mind and spirit for all we serve. This transformation moved Griffin away from fragmentation of service, reactivity to our environment and services focused more on the comfort, prerogatives and "expertise" of health professionals than on the healing needs of the individuals we serve.

With the development of the Convenient Care Program in the Emergency Room and the Childbirth Center, Griffin learned how to combine architectural design changes, with new perspectives of professional staff and patient-driven systems of care to transform services which previously lacked strong support by the community.

As our mission changed from providing acute care inpatient services for the communities we serve to improving the quality of life for all the residents of our service area, additional attention has focused on services and programs that enhance life, not just those that restore the health of the ill. Wellness Works, the Valley Parish Nurse Program, Mature Advantage and our Healing and the Arts programs are examples of this new focus.

A major premise of the Griffin transformation is that each individual we serve should be sufficiently empowered and provided the knowledge needed to take an active role in their own healing. This is the assumption behind the patient driven care model for our inpatients, the Health Resource Center and the recently-established Heart Disease Reversal Program.

The Griffin of today can be characterized as seeking wholeness (rather than fragmentation), creating our own future (rather than simply reacting to the environment), and providing services in a way that anticipates and meets the highest expectations of those we serve.

We have come to embody the belief that good health is not simply the absence of disease — but rather a much more positive state, a state in which the body, mind and spirit are integrated, aligned and whole.

GOOD HEALTH FOR OUR COMMUNITY
Convenient Care
Established in 1986, the Convenient Care service was designed as a convenience to residents coming to the Emergency Room for non-urgent care. Convenient Care offers prompt, affordable walk-in medical service for those with minor illness or injury. No appointment is necessary. As part of the hospital's Emergency Department, Convenient Care is backed by the full resources of Griffin's medical staff and hospital, should more acute treatment be necessary.

Childbirth Center
Designed based on input from women of childbearing age, the Childbirth Center at Griffin Hospital promotes a family-centered philosophy in a homelike setting. The unique facility quickly became the obstetrical model for hospitals throughout New England. The Childbirth Center features all private rooms and bath, gourmet meals, Jacuzzi for women in labor, full range of delivery options and an array of educational classes and special programs for expectant parents, siblings and grandparents. The continued growth of the Childbirth Center has resulted in an expansion and renovation of the facility as part of the North Wing project, bringing total capacity to 17 beds.

Suburban Health Plan
A taxable subsidiary of Griffin Health Services Corporation, this locally-controlled health maintenance organization (HMO) was established in 1987 to help area businesses better manage their health benefit dollars while ensuring quality services for their employees. Suburban Health is the provider of choice for more than 70% of the Griffin Hospital workforce and boasts a current enrollment of more than 3,000. Services are offered through contractual arrangement with physicians who provide coverage in the Lower Naugatuck Valley and Greater Waterbury areas.

Patient Room Service
Conceived and staffed by hospital volunteers in 1988, the Patient Room Service Program at Griffin Hospital was modeled after hotel room service. The program was designed to quickly respond to individual patients' needs for a variety of personal services including daily newspapers, beverages and snacks, personal items, companionship, videos and music tapes, errands and special services. Room Service remains popular with patients today and has freed up nursing and professional staff for patient care responsibilities. The program has been packaged and sold to more than 400 hospitals across the nation.

Wellness Works
A hospital-wide effort to centralize all wellness and preventive programs available to the community through Griffin Hospital culminated in the establishment of Wellness Works in 1989. The primary focus of Wellness Works is to promote healthy lifestyles to reduce the incidence of disease or injury and the cost of recovery. Health screenings and education, physical rehabilitation, worker injury management, employee assistance programs and industrial medicine services are among the services available. Programs are tailored to the needs of individuals, groups and employers.

Valley Parish Nurse
Established in 1989 through the efforts of the Griffin Hospital Pastoral Care Department, the Valley Parish Nurse Program was the first such program in the Northeast. It is designed to improve the lives and health of participating parishioners through the establishment of health ministries involving a registered nurse, pastor and a "health cabinet" of interested parishioners. The parish nurse leads educational programs on health topics, performs health screenings and counsels the sick. To date, nearly 20 parishes representing the communities of Ansonia, Derby, Oxford, Seymour, Shelton, Southbury and Thomaston have had parish nurses on their staffs. The program, which is overseen by Catholic Family Services, continues to expand.
Short Term Surgery

Improving patient comfort and privacy was the goal of the 1990 expansion of Griffin Hospital's Short Term Surgery Suite. The service is designed as a convenient, more affordable option for patients having minor surgical procedures not requiring overnight hospitalization. Patients enter the hospital in the morning of the day of surgery and, barring complications, are discharged later that same day. Begin in 1976, with only a handful of patients, Short Term Surgery has grown to encompass just over 60% of the surgical procedures performed here.

Mature Advantage

A free membership program concentrating on issues, programs and services of particular importance and interest to people age 55 and older. More than 8,000 community residents participate in this program which offers a range of benefits including discounts, social activities, educational programs, health screenings and much more. Monthly lectures are led by physicians and other health experts on a variety of health promotion and disease prevention topics.

Physician Choice

Consistent with its growing, changing community, Griffin Hospital reached out to make access to care more convenient and to expand its network of physicians offering residents more choice while ensuring these new doctors reflected the finest among available medical specialists. Today Griffin's Medical Staff, active and courtesy, totals some 185. These physicians represent a wide range of medical specialties from internal medicine and obstetrics to oncology, orthopedics, cardiology, ophthalmology and plastic surgery. Female physicians, nurse midwives and physician assistants further enhance choice.

Love and Health Congress

The Griffin Hospital developed an ongoing relationship with Office of International Programs of Southern CT State University as co-sponsor of International Love and Health Congress. Focus of the Congress is the role that unconditional love plays in health, healing and the prevention of illness. The essence of love and health is the psychology of illness and wellness and the mind/body connection in the maintenance and/or restoration of health.

Planetree, Patient Driven Care

Griffin Hospital subscribes to the philosophy that we can best serve patients and the community by providing the latest in medical technology in a healing, nurturing environment. Planetree is a consumer health care organization dedicated to humanizing health care. The Planetree tree is the tree that Hippocrates, the founder of modern medicine, sat beneath when he began teaching his medical students many centuries ago. With this same commitment to education, Planetree at Griffin Hospital was created to support individuals who wish to learn more about healthcare and medicine in order to become active participants in their own care. Our new North Wing combines a warm, nurturing environment with a philosophy designed to make our patients partners in their healing process. The North Wing is the first facility in the nation to be designed and newly-constructed around this philosophy.

Healing & The Arts

While medicine traditionally draws on the body's resources to heal, Griffin Hospital believes that by incorporating the mind and spirit into the process, healing may take place faster and more completely. Research has shown providing access to the arts helps patients revitalize their inner resources, restore the will to survive and rekindle the joy of living. Griffin's Arts and Entertainment Program is designed with this philosophy in mind. The year-round program has attracted a talented assemblage of area residents who likewise recognize the role of the arts in healing. Musicians (vocal and instrumental), artists and craftsmen, storytellers and artists are among the talents sought for this program. In addition, patients are encouraged to listen to tapes of popular or classical music, enjoy artwork displayed on the unit, read poetry or fiction, and relax by using stress reduction books or visualization tapes available on the unit. Another aspect of the Healing & The Arts program is Soft Touch, staffed by volunteers who have been trained by our nursing and physical therapy staff to give back, hand and foot mini-tubs to patients on request.
Health Resource Center
The aim of the health resource center is to encourage the lay public to learn more about health and wellness so they can best learn how to enhance their own well-being, prevent illness and make informed choices about courses of treatment when they become ill. The Planetree Health Resource Center at Griffin promotes wellness and assists patients and their families in understanding and managing their health. A comprehensive collection of current health and medical information including medical texts, health care books written for the layperson, journals and magazines, computer databases of medical literature, audio and video tapes and a variety of other materials are available. The facility will open to the public in June.

Heart Disease Reversal Program
In recent years, extensive scientific research has shown the benefits of comprehensive lifestyle change on heart disease and various other illnesses including hypertension, diabetes, cancer and obesity. Consistent with this philosophy that patients take an active role in their healing, Griffin Hospital recently introduced a Heart Disease Reversal Program. Based on research conducted by Dr. Dean Ornish, the Heart Disease Reversal Program at Griffin is designed to provide participants with information that has been proven to arrest and to reverse heart disease. Elements of the program include a low fat, vegetarian diet, moderate exercise daily, relaxation, smoking cessation and group support. A five-day residential program is followed by a 12-week support program.

Healthy Communities
Since 1989, Griffin Hospital has touted its vision of improving the health and quality of life for the communities it serves. This year marks the start of a unique alliance of 50 non-profit agencies in the Valley (including Griffin Hospital) that provide most of the health and human services to community residents. The goal of the Healthy Community Project — a first in Connecticut — is to develop and implement a program to measurably improve the quality of life and health status of the community and its residents. The Community Foundation of Greater New Haven recently awarded the project a $100,000, two-year grant to be administered by the Valley United Way.
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Revenue:

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<th>Description</th>
<th>Fiscal '92</th>
<th>Fiscal '93</th>
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<tr>
<td>Net Patient Revenue</td>
<td>62,571,514</td>
<td>62,869,430</td>
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<td>Other</td>
<td>3,183,504</td>
<td>1,951,123</td>
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<td>Total Revenue</td>
<td>65,754,818</td>
<td>64,820,555</td>
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Operating Expenses:

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<tr>
<td>Employee Compensation</td>
<td>27,935,280</td>
<td>27,327,191</td>
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<td>Supplies &amp; Other</td>
<td>28,317,953</td>
<td>29,578,242</td>
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<td>Depreciation</td>
<td>2,161,163</td>
<td>2,357,994</td>
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<td>Prov. for Bad Debt</td>
<td>4,263,365</td>
<td>3,840,578</td>
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<td>(net of recoveries)</td>
<td></td>
<td></td>
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<tr>
<td>Minority Interest</td>
<td>24,209</td>
<td>66,387</td>
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<td>Interest</td>
<td>681,919</td>
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<td>Total Expenses</td>
<td>63,405,889</td>
<td>53,619,234</td>
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<td>Net Income (loss)</td>
<td>2,350,929</td>
<td>1,201,319</td>
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Analysis of Hospital Statistics

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<tr>
<th>Category</th>
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<tr>
<td>Patients Discharged</td>
<td>6,671</td>
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<tr>
<td>Births</td>
<td>876</td>
<td>880</td>
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<td>Admissions to Psych Unit</td>
<td>257</td>
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<tr>
<td>Patient Days of Care</td>
<td>44,606</td>
<td>42,389</td>
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<tr>
<td>Avg. Daily Census</td>
<td>122</td>
<td>121</td>
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<tr>
<td>Avg Length of Stay</td>
<td>6.7</td>
<td>6.5</td>
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<tr>
<td>ER Visits</td>
<td>34,537</td>
<td>35,840</td>
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<tr>
<td>Total Surgical Procedures</td>
<td>5,138</td>
<td>4,953</td>
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<tr>
<td>Short-term Surgery Patients</td>
<td>3,132</td>
<td>3,000</td>
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<tr>
<td>Radiology Dept. Exams</td>
<td>49,409</td>
<td>42,209</td>
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<tr>
<td>Physical Therapy Visits</td>
<td>19,747</td>
<td>19,035</td>
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<tr>
<td>Respiratory Treatments</td>
<td>32,391</td>
<td>30,439</td>
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<td>Lab Tests</td>
<td>393,847</td>
<td>364,659</td>
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<td>Full Time Equiv.</td>
<td>812</td>
<td>799.84</td>
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<tr>
<td>Employees (full and part time)</td>
<td>1,119</td>
<td>1,077</td>
</tr>
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</table>
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At the time this report is being written, Griffin Hospital stands on the verge of momentous change. Our long awaited brand-new facility is nearing completion and the combination of this and hospital-wide implementation of the new model of care promises to improve the way we provide care by a quantum leap. Renovations in the operating rooms, radiology and emergency department will also enhance our ability to care for our patients. In addition, programs such as the Heart Disease Reversal Program provide new models under which we can help our patients.

During the last year we added 17 new members to the Medical Staff. As the staff expands and is able to provide new services in a modern setting, we are well positioned for the changes in health care which will occur in the future. The medical staff is prepared to join the rest of the hospital community in welcoming these changes and moving them forward.
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