What about Griffin?

Annual Report of Griffin Health Services Corporation 1994-95
WHAT ABOUT GRIFFIN

This 12-part ad campaign (featured throughout this report), was presented during the first quarter of 1996 in area newspapers to increase understanding and generate top-of-mind awareness throughout our secondary market (Orange, Woodbridge, Bethany, Naugatuck, Southbury, Woodbury, Monroe, Stratford, Middlebury, Trumbull, etc.) and to strengthen awareness in our primary towns of Ansonia, Derby, Seymour, Shelton, Oxford and Beacon Falls, with an estimated total campaign circulation over the 12-week series of 2,266,316.
ENHANCING YOUR CHOICES

At Griffin, health is more than the absence of disease. Health comes about when an individual truly dedicates himself to health, to health and wellness. Our experience is that this integration - this healing - takes place when an individual is fully engaged in their own healing process. This is enhanced by offering choices to help patients control their healing in their own way.

Engaging people in their own healing with information to make choices is the Griffin philosophy. Patients and their families are encouraged to participate fully in making choices about their care. The design of our facility further empowers people to take advantage of the information available in our Community Health Resource Center, to utilize the kitchens on every unit to learn about healthy foods or just enjoy a homemade meal; or to engage their spirit in the healing process with our Arts & Entertainment Program.

Offering choices is the reason Griffin established its Heart Disease Reversal Program. An individual can reverse their heart disease through lifestyle changes if they prefer, rather than being treated by surgery.

Choosing choices is why Griffin offers a clinical Stress Reduction Program for individuals with chronic illness who may no longer be helped by traditional medical treatment.

Offering choices is why Suburban Health Plan, the Griffin H.M.O., provides enrollees an option to utilize complementary health practitioners or to participate in a comprehensive life-enriching set of benefits not traditionally provided by health insurers.

And offering choices is how and prospective parents in our Childbirth Center is what has made Griffin's program the most copied in the state.

During the last two years more than 100 hospitals from the United States, Europe and Asia have visited Griffin to learn about our patient-centered care model and tour our award-winning facility. They all leave knowing that Griffin's commitment to choices for the communities and individuals it serves, is the key, compassionate and committed Griffin employees providing those services, that makes Griffin unique.

Good health for our community

Dr. Howard Tormay, MD, CBS News anchor says: Griffin facility was designed and built around the patient's needs...what a concept!

Mary Pittman, President of The American Hospital Association says: Griffin's breadth of commitment and willingness to make changes to how they view Healthcare is as the cutting edge of patient-centered care.

And, Wayne Rusa, President of the College of Healthcare Design says: Griffin is a must. The environment is invitingly personal, appropriate for its community contact, and expressive of caring, nurturing, and love. Griffin has gone far beyond what is normally characterized as 'patient focused' design.

Griffin Hospital
130 Diggs Street
Quincy, MA 02169

203-722-7092

Good Health: For Our Community
PASSION FOR EXCELLENCE

AUTHOR CITES GRIFFIN HOSPITAL

Excerpts from a Nov. 1995 issue of ON ACHIEVING EXCELLENCE by Tom Peters, Author of In Search of Excellence and A Passion for Excellence

With the healthcare industry maturing at a frightening speed, hospitals must adapt or die. To do that, Griffin Hospital reinvented itself from the ground up—literally.

Since unveiling the North Wing last year, Griffin Hospital has earned widespread recognition, increased staff and patient satisfaction and bragging rights as the best healthcare environment in the county.

But the renovations are merely one element of the organization’s overhaul. Griffin has made “patient centered” care the cornerstone of its operations—from its physical amenities to its investment in patient (and staff) education.

“Griffin’s breadth of commitment and willingness to make major changes in how they view healthcare is at the cutting edge of patient-centered care,” says Mary Pitman, President of the Hospital Research and Educational Trust, an information clearinghouse for community health programs. “The staff understands well that their success rests on leading people to be healthy.”

GOOD HEALTH FOR OUR COMMUNITY

Griffin Health Services Corporation is committed to a philosophy that healing embraces the mind and spirit as well as the body. Griffin has created a unique environment that encourages active participation in health care decisions. Griffin’s belief in patient choice is manifested in its physical environment and innovative programs and services including its new award winning facility, The Panorama and the Childbirth Center and its Cooperative Care without medical serve.

Griffin is in the forefront in offering wellness and prevention programs, such as Heart Disease Reversal, mind-body stress reduction and other alternative medicine offerings. Suburban Health Plan, the Griffin HMO, promotes prevention and wellness through a variety of programs to educate employees and individual needs.

FOR A TOUR OF GRIFFIN’S NEW FACILITY, CALL 207-732-7431
ANNUAL MESSAGE

The "illness care" system, as we know it, is collapsing under the weight of 30 years of cost-based reimbursement, provider-determined necessity, fee-for-service payment, and almost total abandonment of any thought of an individual's responsibility for their own health status. That collapse is made more apparent by business, industry, and government support for the major cost containment features of governmental Medicare and Medicaid reforms; the rewards by the stock market to HMOs that simply squeeze providers to lower costs; and the fact that one-third of the American public is paying more out-of-pocket for complementary health care services than the whole country pays for primary care.

Every version of health care reform talked about in the past decade is really about extirpating how much total expenditure is devoted at the present "illness care" system and not about the fundamental faults with health care as it is practiced in the United States today. It is this, the provider-dominated system in which the patient is reduced to the smallest discernible part, Newtonian fashion, which is in need of reform.

The Griffin Health Services strategic plan, adopted by the Board of Directors in September, 1998, is that the philosophy of wellness, of putting the client at the center of care, empowering them to be responsible for participating fully in their own healing process should be central to any health system reform. It is this reason we have made Griffin a totally Patient-centered organization.

At Griffin, we have concluded that there are three closely related theories which support our commitment to healing the body, mind, and spirit.

First, is the hypothesis by Edward S. Golub, in The Limits of Medicine which states that medicine is failing because it is designed on the infectious disease model in which a single drug or intervention could "cure" and save lives. Golub asserts that most diseases being treated by health care today are not amenable to single-purpose cures in that most of the pathology is due to chronic diseases. And, he says, chronic disease can only be addressed if the client is, in fact, actively engaged in the healing process and that the individual is supported by a team of individuals committed to providing the tools and knowledge necessary for the individual to heal. This, he says, is changing the delivery system's current model to an educational model.

The second theory is that to encourage healing in our clients we need to be involved in addressing all the areas of health, not just those traditional medical risk factors on which we spend so much finite time. I am...
HEALTH PLAN - THE DIFFERENT HMO

The fastest growing Health Maintenance Organization in Connecticut. Not only has it grown in less than a year, but the number of participating physicians has increased to 3,000.

And Accountable. A homegrown company, we listen to what you want in your plan based on what you tell us.

Offering creative solutions to your health care needs. If you want to go to a medical network, try to see a chiropractor or to participate in a clinical Disease Reversal Program, you're covered.

The price tag is important to you as a consumer. That's why we offer a variety of plans and services tailored to fit your needs, at very competitive rates.

Wellbeing. "Drive-Thru Deliveries," for example, have never been on an HMO members' list. Unlike other HMO's limiting coverage to 24 hours, 48 hour maternity stays.

Health Plan is your health - physical, mental and spiritual. And, by the way, we're not just an HMO, our members are our only customers.

The environment and innovative programs and services made for the new, award winning facility, the popular and progressive Children's Center and the Connecticut Cancer Center in medical service. Griffin is in the vanguard in offering wellness and prevention programs, such as Heart Disease, Reversal, minimally invasive surgery, and other alternative medicine offerings. Suburban Health Plan, the Griffin H.M.O., provides prevention and wellness through a variety of programs easily tailored to employees and individual needs.

FOR MORE INFORMATION ON INDIVIDUAL OR GROUP PLANS, CALL 203-732-7431

GRIFFIN HEALTH SERVICES CORPORATION

SUBURBAN HEALTH PLAN

Suburban Health Plan is the fastest growing HMO in Connecticut. Not only has it grown in less than a year, but the number of participating physicians has increased to 3,000.

What makes us different?

- Community Oriented in an HMO and customer oriented.
- Individually focused care, outside the traditional framework of disease care.
- Competitive Rates, low cost plans for individuals.
- Concerned with your health care needs.
- We've always covered maternity.

Our goal at Suburban Health Plan is to make your health care experience positive, unique, and satisfying. Griffin Health Services Corporation is committed to a philosophy that values the human spirit and is dedicated to your well-being.
talking about learning to be "stress free" by knowing and living your life purpose, seeing adversity as a challenge, and feeling a sense of control over one's destiny (Pelletier); the ability to remove hostility and anger from one's life (Williams); having a sense of community and social support (Pelletier and Jenkins); and the reduction in disparity of income levels (Draughn, Advancing). Unless these life issues are addressed in collaboration with the other more limited health issues, only limited outcomes are possible.

The third theoretical basis which we believe justifies our commitment to whole-person health care is articulated by Peter Senge in his Fifth Discipline and in subsequent essays. His five disciplines necessary for the creation of a learning organization can be directly correlated to the five disciplines needed to be mastered by provider and client alike which are necessary for creating a healing organization:

- the need for personal mastery to create the life you want;
- the ability to understand the mental models by which we address the world and skill at changing the models that do not serve us;
- the ability to create shared visions that will allow us to create the reality we want;
- the ability to learn as a team; and
- the ability to understand the laws of system dynamics and to work with the whole in which everything is connected.

It is the application of these theories over time which has allowed Griffin Health Services to make the conceptual and actual advances it has accomplished over the past few years. It is our belief that continuing to apply these theories to our work in the years ahead will assure a strong and vibrant Griffin Health Services, capable of truly continuously improving the health status of the communities we serve and the well-being of our clients.

John B. Bouda
President,
CEO

Robert L. Pecor
Chairman
1994-95 Officers

Robert J. Fisco - Chairman
Anthony A. Pagliao - Vice Chairman
Alain J. Tyma - Secretary/Treasurer

One Year Directors

1995
John Boulton, Jr., President/CEO
Jerom A. Sommers, Executive Vice President
Patrick A. Chassel, Senior Vice President
Kenneth V. Schwartz, M.D., Medical Director
David M. Greenstein, M.D., President of Medical Staff
Bernard S. Shapiro, M.D., Vice President of Medical Staff
Gloria C. Gibble, Auxiliary President

Three Year Directors

1995
Frank J. Cadori
Richard M. Donofrio
Edward W. Miller, Jr.

1996
Michael J. Adamo
Robert L. Fives
Eugene E. Martin
Anthony P. Pagliao
Joseph A. Pagliao
A. Peter Stone, Ed.D.

1997
Nan M. Bedwell
Allan J. Cibbers, Jr.
Henry P. D'Adamo, Jr.
John P. Droney, Jr.
Joseph J. Jacobs, M.D.
Barney A. Lane
Frank M. Oskar, Jr.
David M. Rifkin
Ellen Salazar
Diane A. Semmens
Alain J. Tyma
Gerald T. Weiner
### Griffin Health Services Corporation

**Statement of Operation**

Fiscal 94-95

<table>
<thead>
<tr>
<th>Revenue:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Patient Revenue</td>
<td>68,208,479</td>
</tr>
<tr>
<td>Other</td>
<td>5,337,083</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td>73,545,562</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Operating Expenses:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee Compensation</td>
<td>35,966,306</td>
</tr>
<tr>
<td>Supplies &amp; Other</td>
<td>24,098,106</td>
</tr>
<tr>
<td>Depreciation</td>
<td>4,075,800</td>
</tr>
<tr>
<td>Prov. for Bad Debt</td>
<td>4,321,926</td>
</tr>
<tr>
<td>(net of recoveries)</td>
<td></td>
</tr>
<tr>
<td><strong>Interest</strong></td>
<td>2,115,655</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td>72,527,793</td>
</tr>
</tbody>
</table>

| Net Income (loss)      | 868,733          |
THE CONVENIENCE OF WALK-IN, THE SECURITY OF QUALITY CARE

"I found Griffin to be very caring and personable. It is rare nowadays to find a one-on-one relationship with a doctor or nurse... that is very comforting, especially when you're so afraid to begin with. Thank you and keep up the great work."

S.M.
Griffin Hospital Convenient Care patient

The patient making this statement is not unique. Patient surveys show nearly 95% of all Griffin Hospital Convenient Care users are satisfied and willing to return. Convenient Care is an affordable, walk-in health care service, and part of the Emergency Department. Which means you're backed by the full resources of Griffin's medical staff and hospital. You have the security of a comprehensive facility (if your problem is more serious than you thought) and the convenience of not having to wait to be seen behind more seriously ill patients.

The high satisfaction levels favorably reflect recent renovations, successful recruitment of a new emergency services director and ER physicians, and introduction of the Planetree philosophy throughout Griffin. Most insurance plans cover Convenient Care visits at the same level as physician office visits. The highly skilled professionals at Convenient Care are there to serve you anytime between 8 a.m. and 11 p.m., 365 days of the year. In most instances, you will be seen, treated and released within 60 minutes. Talk about Convenient. Care!

FOR MORE INFORMATION OR A TOUR, CALL 203-732-7431

GOOD HEALTH FOR OUR COMMUNITY

Griffin Health Services Corporation is committed to a philosophy that healing embraces the mind and spirit as well as the body. Griffin has created a unique, Planetree model of patient-focused care which encourages active participation in health care decisions. Griffin's belief in patient choice is manifest in its physical environment and innovative programs and services including its new award-winning facility, the popular and progressive Children's Center and the Convenient Care walk-in medical service. Griffin is in the vanguard in offering wellness and prevention programs, such as Heart Disease Reversal, mindful eating-based stress reduction and other alternative medicine offerings. Suburban Health Plus, the Griffin HMO, promotes prevention and wellness through a variety of products especially tailored to employees and individual users.
Griffin Hospital

A non-profit, tax-exempt subsidiary of the Griffin Health Services Corporation responsible for overseeing the daily operations of the community’s acute care hospital.

Griffin Hospital Development Fund

A non-profit, tax-exempt subsidiary of Griffin Health Services Corporation, its primary mission is to develop new and additional capital resources through philanthropy. The Fund is also charged with increasing awareness of and support for Griffin Hospital within the community and in its leadership position.

G. H. Ventures

A for-profit, taxable subsidiary of Griffin Health Services Corporation, with responsibility for development of or acquisition of business ventures that will produce revenue and increase access to capital markets. Activities are not limited to the health care field.

Suburban Health Plan

Suburban Health Plan, a health maintenance organization, is a for-profit, wholly-owned subsidiary of Griffin Health Services Corporation. The first hospital-owned HMO in the state of Connecticut, Suburban has served the lower Naugatuck Valley since 1988. Suburban is licensed to serve the entire state of Connecticut and concentrates its efforts on a primary service area which extends south from Waterbury down the Route 8 corridor through the Valley into Bridgeport, and from Derby westward to New Haven.

GHS Insurance Company, Ltd.

An off-shore insurance captive created to offer Griffin Health Services, Griffin Hospital and other subsidiary organizations professional malpractice and general liability insurance coverage. The formation of GHSIC, Ltd., allows the company, over time, to issue other health care organizations affiliated with Griffin, as well as private practice physicians.
HEALING THE HEART

"Those who have been through the program tend to become believers. As they lose weight, regain energy, see their cholesterol numbers drop and succeed in avoiding dreaded invasive procedures, they become devoted advocates of a difficult, but ultimately rewarding new lifestyle."

L. Alison, West, CT.
HDR Program Participant

What about Griffin?

Heart Disease Reversal Program

Griffin Hospital
130 Division Street
Derby, Ct. 06418

Until recently, the only way to fight heart disease was through surgery, drugs or angioplasty. But not anymore! The Griffin Hospital Heart Disease Reversal Program — the only one of its kind in Connecticut and one of very few in the nation — has given nearly 200 people new hope through this powerful program with proven ability to stop and even reverse heart disease.

Inspired by the principals of the research of Dr. Dean Ornish, the Griffin program is for patients undergoing cardiac rehabilitation, those seeking to avoid repeat invasive procedures and those at high risk for heart disease, diabetes, cancer or other serious medical illnesses.

The program is a low-cost lifestyle change that addresses the causes of heart disease. A variety of options are available to participants including a week-end introductory program, a residential retreat or cruise, and a 12-week outpatient program.

GOOD HEALTH FOR OUR COMMUNITY

Griffin Health Services Corporation is committed to a philosophy that healing embraces the mind and spirit as well as the body. Griffin has created a unique, patient-focused care which encourages active participation in health care decisions.

Griffin’s belief in patient choice is manifested in its physical environments and innovative programs and services including its new award-winning facility, the popular and progressive Children’s Center and the Convenient Care walk-in medical center. Griffin is in the vanguard in offering wellness and prevention programs, such as Heart Disease Reversal, mindfulness-based stress reduction and other alternative medicine offerings. Through Subaru Health Plan, the Griffin H.M.A., promotes prevention and wellness through a variety of products easily tailored to employer and individual needs.

FOR MORE INFORMATION, CALL 203-732-7431
Over the past ten years Griffin Hospital has transformed from a health care provider typified of most hospitals in the 1970s and 1980s to a health care system aware of the need for and the competence to assist in the healing of body, mind and spirit. Some completion of the North Wing and hospital-wide implementation of Magnet, Griffin’s patient driven model of care, the hospital has continued to expand its range of services and focus on its commitment to providing “Good Health For Our Community.”

Following are hospital achievements over the past year:

- The last phase of Griffin’s facility improvement project was completed with the remodeling of the Community Pavilion and expansion of the Emergency Department’s Convenient Care, which doubled in size, added parking and is now separate from the Emergency Department treatment area.

- More than 100 staff groups from healthcare facilities across the U.S., Europe and Asia have visited the North Wing since it opened in 1994. The facility continues to earn recognition, receiving three prestigious awards during the past year: AIA/VA’s Award for Team Performance in the planning, design and construction of truly outstanding healthcare facilities, and projects that exceed performance expectations; the 1995 International Health Care Design Award, presented by the Center for Health Design, a national organization founded on the conviction that design plays a powerful role in promoting the highest levels of healing; and the New England Hospital Assembly top design award sponsored in conjunction with the Boston Society of Architects.


- Griffin’s Heart Disease Reversal Program is now covered by two insurers: Suburban Health Plan and Oxford Health Plan. More than 300 patients to date, have used the program and, through agreement with Oxford Health, it is anticipated that figure may double within the next year. Oxford has contracted with Griffin to conduct a pilot lifestyle program, with the potential to put 400-500 of its members through the program. Program participants, some of whom have already invested procedures as a result of their adherence to the program, provide rave testimonials about the program content and outcomes. Participants come from throughout the Northeast and beyond.

- The School Based Health Clinic, a partnership of education, public health and social service agencies with Griffin Hospital as the lead agency, obtained a $25,000 planning grant and $40,000 implementation grant to fund a model school based health clinic, which places emphasis on social and mental health needs of school students in high minority, low income schools. The clinic opened in April at Ansonia High School and is expected to serve 250 students.
What about Griffin?

GRiffin Hospital wins International Acclaim for Facility Design

Griffin's facility honored for Promoting Well Being and Healing

Wayne Ruga, President of The Center for Health Design, commenting on the 1995 International Health Care Design Award presented to Griffin Hospital said: "A visit to Griffin is a must. The environment is invitingly personal, appropriate for its community context, and expressive of caring, nurturing and love. Griffin has gone far beyond what is normally characterized as 'patient focused design.'"

The Center for Health Design serves a network of 20,000 individuals around the globe. It is founded on the conviction that design plays a powerful role in promoting the highest levels of healing.

FOR A TOUR OR MORE INFORMATION, CALL 203-732-7431
GRiffin Hospital
Year In Review

Griffin has committed to work with the Center for Community Responsive Care of Boston to redesign its primary care, internal medicine residency program from internally focused to community focused to address community and public health needs identified by the Healthy Valley 2000 initiative.

Griffin's practice of allowing new mothers to remain in the hospital beyond insurance-mandated 24-hour and development of a unique Post Partum Return Visit Program made news when statistics demonstrated a 90% return rate, with one of four mothers and babies requiring follow-up care for problems identified during the visit.

An After-School Partial Hospitalization Program and Geropsychiatric Partial Hospitalization Program have both opened under the auspices of Griffin Psychiatric Department. These new offerings complement the array of services provided by this department, which operates satellite sites in Shrewsbury and Southington.

Griffin Hospital has expanded its laboratory services to five convenient locations, including the hospital as well as facilities in Assonet (22 Westfield Ave), Southington (Churchwell Medical Center), Shrewsbury (Family Health Care Center) and Sturbridge (2103 Main St).

During the past year, Griffin expanded its in-house TV programming to include a Patient Bulletin Board and Relaxation Channel, supplementing the Patient Information Channel whichSince1hospitalized patients to Griffin and instructs patients, their families and visitors on accessing programs and services available here.

Concident with our commitment to preventive care and wellness, Griffin now offers a free mammogram to any woman over age 65 and covered by Medicare, which allows only one mammogram every two years, despite the fact that an alarming study reveals that less than 50% of women age 65 and older are actually having mammograms while their risk of developing the disease increases significantly with age (over 75% of breast cancer occur after age 50).

More than 3,500 residents have obtained library cards from the Community Health Resource Center, with an average of 800 people using the library monthly.

The Parish Nurse Program, now with 13 parishes representing 20% of the community's population, recently received a $37,500 grant to extend the program to the neighborhood around five of the parishes.

Griffin Hospital was the setting for the first-of-its-kind meeting of state-wide alternative and complementary medicine practitioners co-hosted by GCCHS and suburban. Thirty-four chiropractors, acupuncturists, homeopathic, and naturopathic physician and an Oriental medicine practitioners attended and are now working with Suburban to develop criteria for additional members to the HMO panel and for payment for patient services.

Healthy Valley 2000, the town's first healthy community initiative in which Griffin is a proud partner, received an award from the Healthcare Forum in its 1998 International Healthier Communities Award Program. Healthy Valley 2000 has embraced five "key performance areas" - arts and recreation, economic development, community involvement, health and education, and identified 27 initiatives as meaningful ways to improve the quality of life of the community and make it a better place in which to live, work, raise a family and enjoy life.
1998

Achille A. Apostol
Brian J. Barnett
Dworcey H. Blake
Henry J. Bondia
Theo E. Brennan
Josephine M. Butler
Robert Capunzi
Faye Cody
William J. Comboni
Rudi Feinberg Connors
Walter Cooper
Joseph N. Daddo, Jr.
Cynthia DeLandres
Richard M. Desobie
Charles L. Deshek
Joseph M. Dworkin, D.M.D.
Robert L. Fucia
Bernard J. Finpatrick
Paul O. Gattino
Joseph M. Gagliardi, Jr., M.D.
Dorothea D. Gamble
George H. Gamble, III
Marc J. Garabito
Margaret J. Gibbs
Gladiola C. Gilbra
Thomas L. Girondo
Thomas H. Hallinan
Madelin L. Inao
Richard Kasuba
John P. Kiley, Jr.
Steven Kurics, M.D.
William M. Labarbera, Sr.
Mark Lenias
John V. Marrettana
Edward W. Miller, Jr.
William M. Miller
John P. Morozofski
Joseph A. Naghelli, Sr.
William C. Partington
Michael Peter
Ian G. Rock, M.D.
Doris A. Roscoe
Eileen M. Ryan
Alex R. Scheringer
Robert M. Sadowski
Robert I. Smith
Gregory J. Stannon
John J. Tipp Jr.
Gary Tooze
Mildred Touraine, R.N.
Timothy J. Walsh, III
William F. Weaver
Janice Yelkowsky
John J. Zagurska
Stephen J. Zura

1999

Michael J. Adraste
Carol C. Aitkne
William K. Allen
Terry Allen
Earl L. Baker, M.D.
Jackie Bowers
Arthur L. Brian
Mary R. Caberza
Harvey W. Caffin, Jr.
Marathon Checket, Ed.D.
Tom Condon
Eugene A. Coppola
Valentine J. Dochuk, M.D.
Barbara L. DeCiccarelli
Vincent A. DeLuca, M.D.
John F. Dunnet, Jr.
Robert E. Dunford
Carmen Iacona
John E. Farrell
James M. Fulton
John D. Gambak
Dorothy A. Gandey
John W. Garitano
William D. Griffin
Dorothy K. Gutwein, M.D.
Grace R. Harvey
Good Health for our Community

Griffin Health Services Corporation is committed to a philosophy that healing embraces the mind and spirit as well as the body. Griffin has created a unique, patient-centered model of patient-focused care which encourages active participation in health care decisions. Griffin's belief in patient choice is manifested in its physical environment and innovative programs and services including its new award-winning facility, the Griffin Birth Center and the Griffin Health Resource Center. Griffin is in the forefront in offering wellness and prevention programs such as Heart Disease: Reverse It!, a fitness-based program that promotes reduction in cholesterol and other alternative medicine offerings. The Griffin H.M.O. promotes prevention and wellness through a variety of programs such as employer and individual health-check teams.

What about Griffin?

What You Don't Know Can't Help You!

One of the many unique components of Griffin Hospital is the Community Health Resource Center. At Griffin, we encourage you to actively participate in your care and to become better informed about illness and treatment options including complementary therapies, disease prevention, health promotion, and well-being, enabling you to make wise health care decisions.

This is all made possible at the Health Resource Center. The Center holds one of the largest collections of consumer health information in the country and is a lending library open to the public. It offers a collection of over 3,900 easy-to-read and understand health and lifestyle books, journals, and magazines as well as videotapes, audio tapes, and computer on-line services and databases, and provides public access to a complete medical library. Satellite resource centers are even located on every patient floor at Griffin.

Over 3,500 community residents have library cards and regularly take advantage of the vast information available to them. And, if you need a physician, the Health Resource Center has information on every physician who practices at Griffin -- from their education and training to their practice philosophy and office hours. Even what insurance plans they participate in. Or just call MedSource, our physician referral service, at (203) 733-7110.

For a free library card, call 203-732-7431.
GH Corporators

Judi Ann Honman
Dorina C. Inceco
Joseph J. Jacobs, M.D.
Rev. Boyd Johnson
Vassilis Kostounas, M.D.
Frederick R. King, Jr.
Robin A. Kirsch
Susan L. Kowalsky
Rodney A. Lane
Raymond P. Lawliss
Mary E. Lebahn
George E. Lucas
Louis Mackniak
Dorothy Manville
John B. Mayo
Kathleen Martin
Brian N. McCoy
Joyce R. Miller
Robert J. Murphy, D.D.S.
John J. Nastowski, M.D.
Thomas J. Neilligan
Paul B. Nicosia, M.D.
Krystyna J. Domorewski-Nyckel, M.D.
Frederick J. Quinn, Jr.
Irene D. Rashtet
Norman Sartor
Kenneth E. Schablitz
Helen K. Shokhat
Roy Wayne A. Staver
Anastasia Timijan
Alice L. Tuffin, Ph.D.
William Valentine
Lou Vine
John Walsh
Gerald T. Weiner
John Winnanski
Richard W. Yablak
Jay Young

3000
Nicholas L. Annesi*
John P. Barnett*
John H. Boland
John Bartolos, Jr.
Carol E. Casalini
Lauren M. Casalini
Patrick A. Channel
Agnese Ciesi
Jordan Cohen
Alan C. Davidson, M.D.
Angelo E. DeVries, Ph.D.
Kenneth J. Dobson, M.D.
Cecilia Driscoll
Jose C. Fieret, M.D.
Thomas P. Gardella
Reed Garth, D.O.
John E. Geistman
Barbara Gress
Lillian J. Harris*
Henry F. Heclo, Jr.
Ronald H. Hirzikow, M.D.
John A. Javorn, M.D.*
Paul C. Jang
Christian Marcinic*
Carlin A. Miltin*
Jeffrey Orell, M.D.
Michael E. Pacowski
Wm. Neil Pearson, M.D.
Mary Ellen Price
Arthur C. Riker
Linda R. Savitsky
Harold M. Schwartz, M.D.*
Ronald T. Scott
Stephan T. Sinicropi, M.D.*
Jenelle A. Simmer	
Phyllis L. Soehner
Chuck M. Stanefsky, Jr.
Leon J. Szyman
Stephanie Wain, M.D.
Lynn Werdal

* New Corporators
GRiffin Hospital is dedicated to continuously improving the health of our community and the well-being of those we serve.

During the last year, Griffin Hospital adopted a new mission statement and began to concentrate on the community aspects of our philosophy. Drawing on our status as the premier humanitarian facility in the country, we set our sights on improving the health care of the community. We have revamped our residency training program to include preventive care and primary care medicine and have been placing our residents in community institutions to learn medicine in the real world. We have started a school-based health clinic in Anderson and are actively participating in the Healthy Valley 2000 project. The medical staff has been active and supportive in these efforts.

During this year, Griffin was reaccredited by the Joint Commission on Accreditation of Healthcare Organizations. Through a concerted effort on the part of all Hospital divisions as well as the Medical Staff, we received a very high score and much praise from the surveyors. We remain dedicated to continuing our success and building on them for the future.

Kenneth V. Schwartz, M.D.
Medical Director
1994-95 Medical Executive Committee

Norberto A. Belcza, Chair, Dept. of Radiology
John Bausells, Jr., President, Griffin Health Services Corporation
Vincent A. DeLucas, Jr., Chair, Medical Education Committee
Kenneth J. Dobaker, M.D., Chair, Dept. of Medicine
Dorothy K. Garvin, M.D., Chair, Dept. of Obstetrics/Gynecology
David R. Kingsberg, M.D., Chair, Dept. of Emergency Services
Gordon I. Kautz, M.D., Chair, Dept of Psychiatry
Guy R. Nicksa, M.D., Chair, Dept of Surgery
Donald P. Roach, M.D., Chair, Division of Family Practice
G G. Rock, M.D., Chair, Dept of Anesthesiology
Harold M. Schwartz, M.D., Vice President, Medical Staff
Kenneth V. Schwartz, M.D., Medical Director
Bernard S. Shapiro, M.D., Vice President, Medical Staff
David M. Silverstein, M.D., President, Medical Staff
Jerold A. Sinnaman, Exec. Vice President, Griffin Health Services Corp.
Stephanie Wini, M.D., Chair, Dept. of Pathology
Anthony G. Wayne, M.D., Chair, Dept. of Pediatrics

Section Chiefs

Cardiology - Kenneth V. Schwartz, M.D.
Dermatology - Jolek N. Velyy, D.M.D.
Dermatopathology - Nita Silverman, M.D./Israel Posener, M.D.
Endocrinology - David Moll, M.D.
Family Practice - Donald P. Roach, M.D.
Gastroenterology - Vincent A. Delia, Jr., M.D.
Hematology/Oncology - Jeffrey A. Orrell, M.D.
Infectious Disease - Howard I. Quentin, M.D.
Nephrology - Paul B. Nashman, M.D.
Neurosurgery - James B. Butler, M.D.
Neurosurgery - Patrick P. Mazinni, M.D.
Physical Medicine - Krystyna Pawlowska-Netrick, M.D.
Plastic Surgery - Paul H. Finkle, M.D.
Podiatry - Jeffrey E. Yale, D.P.M.
Pulmonary Medicine - Kenneth J. Dobaker, M.D.
Ophthalmology - James R. Peake, M.D.
Orthopedics - Gerald J. Cantrick, M.D.
Orthopedics - Ronald H. Hireskows, M.D.
Rheumatology - Stephen J. Mizus, M.D.
Urology - Alan J. Mullan, M.D.
What about Griffin?

THE FOCUS... IS ON HEALING!!

When you think of critical care units, an image of starkness, silence (but for the sounds of running feet and respirators) and an overwhelming sense of dread may come to mind. But not for those coming to Griffin.

What you’ll find at Griffin is private rooms ... the relaxing sound of a waterfall ... artwork gracing the walls ... comfortable lounges ... uninterrupted visiting hours (kids are allowed, too!) ... snacks and beverages and even a place to shower and dress.

Consistent with our philosophy that a holistic approach involving the mind, body and spirit, makes healing take place faster and more completely, Griffin's Critical Care Unit is first in the nation to incorporate a family-centered model of care in an intensive care setting. Griffin has come to recognize that the presence of loved ones can have a positive influence on a patient's recovery and family is not only welcome at any and all times, but is encouraged to take an active role in their ill family member's care.

The unique design of the unit affords enhanced comfort and privacy for the patient, and an abundance of amenities for family members and visitors. A family/visitor corridor winds around the entire unit, where four separate lounge areas offer a comfortable, supportive setting for family and friends, with direct access to individual patient rooms.

While the unit has been cited for its state of the art design and technology, the staff takes pride not only in their life-saving care, but in its responsiveness to patient and family needs. The focus is on healing ... for the entire family.
<table>
<thead>
<tr>
<th>Department</th>
<th>Name</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Allergy &amp; Immunology (Pediatrics)</td>
<td>Gerald J. Girmamo, M.D.</td>
<td></td>
</tr>
<tr>
<td>Anesthesiology</td>
<td>Wilfred E. Celestin, M.D.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Iris G. Reck, M.D.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Rams Suthary, M.D.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Scott E. Solomon, M.D.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Samuel P. Goggin, M.D.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Peter G. Riff, C.R.N.A.*</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Terrence M. Hart, M.D.*</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Marilyn Johnson, C.R.N.A.*</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Claire L. Villani, C.R.N.A.*</td>
<td></td>
</tr>
<tr>
<td></td>
<td>William Gotts, C.R.N.A.*</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Joanna Peters, C.R.N.A.*</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Michael Stetler, C.R.N.A.*</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Stephanie Shurz, C.R.N.A.*</td>
<td></td>
</tr>
<tr>
<td>Cardiology</td>
<td>Earl L. Baker, M.D.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Anthony W. D'Alessio, M.D.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Mark S. Cregan, M.D.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Managemental Foner, M.D.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Mark A. Muriel, M.D.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>William Neil Pearson, M.D.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Andrew M. Richard, M.D.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Kenneth V. Schwartz, M.D.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>S. W. Yosoff, M.D.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Robert J. Lewis, M.D.*</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Mark H. Schoenfield, M.D.*</td>
<td></td>
</tr>
<tr>
<td>Dentistry</td>
<td>Robert L. Lerman, D.M.D.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Lisa Campanella, D.M.D.*</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Jeffrey Hoot, D.M.D.*</td>
<td></td>
</tr>
<tr>
<td>Dermatology</td>
<td>Israel Dworowsky, M.D.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Nira R. Silverman, M.D.</td>
<td></td>
</tr>
<tr>
<td>Emergency Medicine</td>
<td>David A. Holt, M.D.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>David R. Krueger, M.D.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Jannie Kuroi, M.D.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Christopher J. Mahon, M.D.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Tessa M. O'Neal, M.D.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Valis H. Pires, M.D.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>W. Thomas, H. Reed, Jr., D.O.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Rhonda M. Thienheier, M.D.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Nancy L. Zeppa, M.D.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Charles V. Demott, M.D.*</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Guadalupe J. Knepp, M.D.*</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Jonathan Maurer, M.D.*</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Gerda Schirmann, D.O.*</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Arthur Schroeder, M.D.*</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Insel R. Tishkoff, M.D.*</td>
<td></td>
</tr>
<tr>
<td>Internal Medicine</td>
<td>David Moll, M.D.</td>
<td></td>
</tr>
<tr>
<td>Family Practice</td>
<td>Kenneth E. Manchen, M.D.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Elie R. Mark, M.D.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Daniel J. Mink, M.D.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Ludwig J. Pavol, M.D.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Jon Pether, M.D.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Donald P. Reisch, M.D.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Stephen W. Smith, D.O.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>E. Peetz Sobotka, M.D.*</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Kenneth A. Wood, M.D.*</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Sonja Konechnek, M.D.*</td>
<td></td>
</tr>
<tr>
<td>Gastroenterology</td>
<td>Vincent A. Dufra, Jr., M.D.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Jeffrey T. Dietrich, M.D.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Gerald Feise, M.D.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Frederick Magen, M.D.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Harold M. Schwartz, M.D.</td>
<td></td>
</tr>
<tr>
<td>Hematology/Oncology</td>
<td>Jeffrey R. Orell, M.D.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>David P. Dopeno, M.D.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Leonard R. Farber, M.D.*</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Kay A. Haddox, M.D.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Martin E. Keel, M.D.*</td>
<td></td>
</tr>
<tr>
<td></td>
<td>E. Bruce Landberg, M.D.*</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Joseph P. O'Connell, M.D.*</td>
<td></td>
</tr>
<tr>
<td>Infectious Disease</td>
<td>Howard L. Quinlan, M.D.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>James R. Satz, M.D.*</td>
<td></td>
</tr>
</tbody>
</table>
Internal Medicine

Rania Ahmad, M.D.
Roger T. Bovinman, M.D.
Yamaa T. Brown, M.D.
Jeffrey T. Dersluck, M.D.
John A. Foxen, M.D.
Gerald Frey, M.D.
Robert L. Hynd, M.D.
Nigel C. Kan, M.D.
Malini K. Veerapen, M.D.
David Malt, M.D.
Stephan J. Maren, M.D.
Stuart A. Norrie, M.D.
Robert J. Orel, M.D.
David P. Papapod, M.D.
M. Eliza Pihl, M.D.
Cynthia R. Pollock, M.D.
Carlos Schwier, M.D.
Stephan Spohn, M.D.
Joel S. Zweiseh, M.D.
Nicholas J. Muzio, M.D.*

Nephrology

Paul S. Naeheim, M.D.
Irwin D. Potteiger, M.D.*
Michael A. Rogel, M.D.*
James Y. Saw, M.D.*
William A. Hartk, M.D.*
Robert C. Kim, M.D.*

Neurology

James B. Baker, M.D.
Martin S. Gruber, M.D.
Phillip M. Mathew, M.D.*
Lawrence S. Neck, M.D.*
S. Nallathanathan, M.D.*
Kumudh N. Sene, M.D.*

Obstetrics/Gynecology

James K. Sethi, M.D.*
Stephen A. Tolley, M.D.*

Ophthalmology

Joel W. Allen, M.D.
Reid Gerlach, L.D.O.
Douglas K. Gruenewald, M.D.
Ray E. Kaiman, M.D.
Michael G. O'Reilly, M.D.
Cynthia M. Reiter, M.D.
Richard E. Winda, M.D.
Dominic De Pinto, D.O.*
Brian D. Randl, M.D.*
Margaret Coulby, C.N.M.*

Otorhinolaryngology

Susan H. Gray, M.D.
Carole E. Phillips, M.D.
James B. Pliske, M.D.
Rudolph D. Reider, M.D.*
Jason D. Horowitz, M.D.*
Wayne L. Leitzman, M.D.*
Alan M. Pollock, M.D.
Seth P. Silverman, M.D.*
Joyce E. Seid, M.D.*
Amy Y. Tso, M.D.*
Neal J. Ziemer, M.D.*

Oral & Maxillo-Facial Surgery

Lee W. McNichol, D.M.D.
Nicholas T. Tzouas, Jr., D.D.S.
Fredric R. Velpe, D.M.D.
Paul J. Wiegand, D.M.D.
Jeffrey S. Berkley, D.D.S.*
Leonard W. Schoepe, D.D.S.*

Orthopedics

Gerald F. Cotohiko, M.D.
Kathryn A. Caffield, M.D.
Joseph M. Caglar, Jr., M.D.
Gregory Geiger, M.D.
Robert W. Nott, D.D.S.
Richard Burch, M.D.*
Erik W. Garzzer, M.D.*
Reginald Hershman, M.D.*
Leo J. Katz, M.D.*
Jane Reitman, P.A.*
Griffin Hospital Physician Roster

Otolaryngology
Mara N. Byrne, M.D.
Eaton Chen, M.D.
Juan R. Hernandez, M.D.
Ronald H. Hiroskawa, M.D.
Howard F. Boyle, M.D. *
Paul C. Fortgang, M.D. *
Julian L. Henry, M.D. *
Jacob Z. Stenberg, M.D. *
Kenneth Yanagisawa, M.D. *

Pathology
Jay A. Gains, M.D.
Jutte E. Howell, M.D.
Stephanie Wain, M.D.

Pediatrics
Jeffrey Czernin, M.D.
Gerald J. Germaine, M.D.
Robert N. Hyde, M.D., III, M.D.
Ashokkumar K. Shah, M.D.
William P. Silberberg, M.D.
Anthony G. Wayne, M.D.
Joseph Bornstein, P.A. **

Physical Medicine & Rehab.
Krystyna I. Pocowska-Neriak, M.D.

Plastic Surgery
Paul D. Fischler, M.D.
David J. Cloudkind, M.D.
Mark H. Weinstein, M.D.

Pulmonary
Robert P. Marani, D.P.M. *
Stephanie Schwartz, D.P.M.
David G. Skaranoff, D.P.M.
Jeffrey F. Vale, D.P.M.
B. Glenn Blatt, D.P.M. *
Karen A. Bonica, D.P.M. *
James M. Detelunas, D.P.M. *
Juliette Cutler, D.P.M. *
Richard E. Feldman, D.P.M. *
Brian W. Fulmer, D.P.M. *
Todd Gurary, D.P.M. *

Howard W. Hammen, D.P.M. *
Anthony R. Iannone, D.P.M. *
Carmen S. Lucano, D.P.M. *
David W. Matler, D.P.M. *
Louise F. Tortora, D.P.M. *
Bruce M. Venkatar, D.P.M. *
Marye M. Venkatar, D.P.M. *

Psychiatry
Carlos Gonzalez, M.D.
Edward G. Hillebrand, M.D.
Gerald J. Kitzer, M.D.
Karl-Otto Lackmann, M.D.
Gary Pfeifer, M.D.
Mark E. Testa, M.D.
Mark D. Avorn, M.D. **
Gary Rosen, M.D. **

Pulmonary Disease
Kenneth J. Dobson, M.D.
Allan J. Rodrigues, M.D.
Carlos Schweitzer, M.D.
Kevin J. Twogay, M.D. *

Rheumatology
Norberto A. Belfer, M.D.
Douglas W. Gibson, M.D.
Lawrence R. Gucl, M.D.
Richard H. Katz, M.D.
Laurie R. Margolis, M.D.

Rheumatology
Stephen J. Moses, M.D.

Surgery
Frank S. Cohen, M.D.
Jose C. Flores, M.D.
Guy R. Nicardi, M.D.
John D. Zelen, M.D.
Stanwood C. Gross, M.D. **[Hand]
Charles A. Guglin, M.D.
David S. Katz, M.D. *
CHOICES FOR NEW BEGINNINGS

Maternity care has many dimensions: physical, emotional, spiritual and educational, and each woman's needs for these components of care are different. Allowing women to express their needs and responding with personalized maternity care, make The Childbirth Center at Griffin Hospital unique.

Recognized nationally for its comprehensive programs and award-winning facility, The Childbirth Center has served as an example for other maternity centers. The Childbirth Center offers family-centered maternity care in an environment which will best meet individual and family needs. Our commitment is to make available a warm, caring family atmosphere and to foster family unity while maintaining physical safety. Recent renovations have added more private, attractively decorated rooms allowing the baby and family more time for emotional bonding.

Whether its prenatal education for parents, grandparents, and siblings, or helping mothers gain the confidence they need in holding, nursing and changing their newborn, the staff at The Childbirth Center is an integral part of the expectant mother's care.

The Childbirth Center has also led in the fight to recognize the need for follow-up care for the mother and child who are forced to leave the hospital within 24 hours due to insurance mandates. Our Return Visit Program offers a free follow-up visit 48 hours after discharge and was developed by The Childbirth Center staff who were concerned about the medical and physical health of new mothers and their babies.

Patient choice. A healing, caring environment. And, providing Good Health for Our Community.
Thoracic/Vascular

F. J. Meehan Jr., M.D.
Walter Kwak, M.D.
Charles B. Beckman, M.D.
Robert S. Botto, M.D.
Rhaji W. DeNicola, M.D.
John A. Federico, M.D.
Andree M. Ferrini, M.D.
Cory S. Fouché, M.D.
Richard B. Foon, M.D.
Terence P. Safarino, M.D.
Thomas F. Sweeney, M.D.

Urology

Alex C. Davila, M.D.
Dorger L. Diaz, M.D.
Almos J. Miller, M.D.

* Courtesy
** Acting Professor

Honorary Staff

Marvin Broit, M.D.
Nicholas T. Calabro, M.D.
L.F. Colletti, M.D.
Gerd N. Commingo, M.D.
Nancy T. Decatur, M.D.
Valentine J. Denux, M.D.
Theodore S. Evans, M.D.
Maria L. Gondoza, M.D.
Ramesh Ghosempure, M.D.
Naibi Hafizi, M.D.
Bennet A. Martin, M.D.
Jack Hadden, M.D.
John M. Halter, M.D.
Marie P. Korsens, M.D.
Hymam A. Louis, M.D.
Michael C. Morgenstern, M.D.
George L. Moret, M.D.
John J. Nowinski, M.D.
C. H. Neuwinger, M.D.
Marie M. Portnoy, M.D.
Stewart J. Perry, M.D.
Warren E. Richardson, M.D.
Samuel B. Shemtov, M.D.
Charles E. Shropshire, M.D.
Morris Soffer, M.D.
East Sturage, D. M.D.
Sheldon S. Smiley, M.D.
Rena G. Spognoli, M.D.
Edward J. Weissen, M.D.
Frederick A. Wies, M.D.
William R. Watson, M.D.
CARE-GIVERS MAKE GRIFFIN SPECIAL

Every employee at Griffin Hospital is a care-giver committed to putting the patients’ needs above all else. Each patient has a primary nurse who is their advocate and is responsible for coordinating their care throughout their stay. And the design of our new patient care facility provides a work station right outside the patients’ doors so the nurse can respond to patient needs quickly.

Our nurses, and the care model they helped to develop, make Griffin special and have resulted in a patient satisfaction level of 93% since we opened our new facility in 1994.

Customer service and satisfaction is what it is all about. Virtually all patients indicate that they would recommend Griffin Hospital to others. Our goal is to exceed our patients’ expectations. We could not have achieved our high ratings without the dedication of doctors and staff – from nursing, to technicians, to environmental and support staff.

Our patients and their families are not the only ones telling us we are doing a good job. We hear it from health care professionals from across the country who are making special trips just to visit and learn about Griffin. They, too, have felt the sincere commitment of our employees – from the time they enter the front door, to the time they leave.

---

Griffin Health Services Corporation is committed to a philosophy that healing embraces the mind and spirit as well as the body. Griffin has created a unique, patient-centered model of patient-focused care which encourages active participation in health care decisions. Griffin’s belief in patient choice is manifested in its physical environment and innovative programs and services including its new award winning facility, the popular and progressive Childhood Center and the Convenient Care walk-in medical service. Griffin is in theanguard in offering wellness and prevention programs, such as Heart Disease Prevention, mind-body health classes, education and other alternative medicine offerings. Suburban Health Plan, the Griffin HMO, promotes prevention and wellness through a variety of programs readily offered to employees and individual needs.

FOR A TOUR OF GRIFFIN HOSPITAL, CALL 203-732-7131
The Griffin Hospital Development Fund has as its sole purpose raising money to be utilized by Griffin Hospital. Each year it conducts an Annual Appeal, the proceeds of which are utilized for construction and the purchase of equipment. The Capital Campaign Phase II was completed in fourth year in 1995. Capital Campaigns I and II raised more than $5 million for the construction of the North Wing, which opened in 1994. The Development Fund also conducts special events to raise additional resources. These events include a summer golf tournament, the fall auction/dinner and a telethon. Special events in 1995 yielded $232,715.

As detailed in the chart below, nearly 5,000 donations yielded a total of $601,627 in gifts and pledges. Investment and interest income increased the Development Fund’s total earnings to $848,397.

**Summary of Philanthropic Gifts**

<table>
<thead>
<tr>
<th>Dollar Pledged/Received for 1995 from all sources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Support</td>
</tr>
<tr>
<td>Friends</td>
</tr>
<tr>
<td>Business/Industry</td>
</tr>
<tr>
<td>Trusts/Corporates</td>
</tr>
<tr>
<td>Medical Staff</td>
</tr>
<tr>
<td>Employees</td>
</tr>
<tr>
<td>Clubs &amp; Organizations</td>
</tr>
<tr>
<td>Foundations</td>
</tr>
<tr>
<td>Special Events</td>
</tr>
<tr>
<td>Calendar</td>
</tr>
<tr>
<td>Grants</td>
</tr>
<tr>
<td>Bequests</td>
</tr>
<tr>
<td>Memorials &amp; Tributes</td>
</tr>
<tr>
<td>Pastoral Care</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
</tr>
<tr>
<td>Investment &amp; Interest Income</td>
</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
</tr>
</tbody>
</table>

**Griffin Hospital Auxiliary**

Since its inception in 1918, the Auxiliary of Griffin Hospital has remained committed to benefiting hospital programs. The Barley Gift Shop, Thrift Shop and various special events conducted yearly enable the Auxiliary to continually become one of the largest donors to the Griffin Hospital. Such was true of the recent Capital Campaign with a total of $525,000 donated by the Auxiliary for a grand total of $1,400,000 being contributed to the Hospital to date. Of equal importance are the number of volunteer hours contributed by Auxiliaries for Griffin Hospital. Our gratitude goes beyond words to everyone in the Auxiliary who has made these gifts possible through their work, interest, time and generosity.
What about Griffin?

Healthy, WELLthy and Wise...

A familiar saying with simple wisdom. And for Suburban Health Plan it's the theme that drives our daily activities. Suburban is the different HMO. Community oriented and accountable, individually focused, competitive in our premiums and concerned with the wellbeing of every member. Like Griffin Health Services, Suburban strives to continuously improve the health of our community. And we're doing so in a manner that is highly responsive to your requests. Some call this innovation — we call it the right thing to do.

Suburban's concern for your health — physical, mental and spiritual — is manifested in a variety of ways.

- Suburban is the first HMO in the State to cover participation in the Griffin Heart Disease Prevention Program. This comprehensive lifestyle change program, with documented success, can be an alternative to surgery for many patients and is designed to improve the health of those who follow the plan, whether they have a serious illness or simply choose to practice a healthy lifestyle. OTHERS WILL FOLLOW...

- In response to growing consumer demand for a health care plan that covers alternative or complimentary therapies, Suburban is proposing for the elimination of complimentary medical practitioners (chiropractic, naturopathic, acupuncture, herbalism, nutrition, Chinese medicine, etc.) into its provider network and opening a holistic health center. (More and more, these therapies are being used in conjunction with conventional medicine.) OTHERS WILL FOLLOW...

- Suburban has introduced a new Health Enhancement Program to encourage subscribers to lead healthy lifestyles. Incentives up to $100 are provided for smoking cessation, stress, club membership and participation in wellness and prevention programs — easy pregnancy classes, Griffin stress reduction at your job site program, etc. OTHERS WILL FOLLOW...

As a young, growing HMO, Suburban is at the forefront when it comes to meeting the needs of our members. Keeping them HEALTHy and WISE... is just the beginning. We're sure OTHER HMO's WILL FOLLOW our lead - because the right thing to do.
With guidance from GHSC, Suburban Health Plan undertook a major reorganization in early 1995. Its focus was targeted growth within Suburban’s primary service area, with results as follows:

Almost doubling its 1994 membership level — a 94.2% membership increase from 2,902 members at the close of 1994 to 5,665 members as of April 1, 1996.

A provider network that has more than tripled — from 325 physicians at the end of 1994 to well over 1,000 by the first quarter of 1996.

Three products — open-end HMO, Gateway and point of service plans — offering dozens of co-payments and deductible options and a broad range of pricing alternatives to employers and individuals.

A strong focus on price efficiency and the negotiated contracts necessary to achieve it, as opposed to the more costly fee-for-service arrangements that predominated previously.

Suburban has greatly enhanced its name recognition by expanding its marketing efforts to include widespread billboard advertising, multi-station radio mail campaigns, targeted refocusing, and the building of strong relationships with brokers and associations — for example, the Metropolitan Business Association and various Chambers of Commerce.

In May of 1995, Suburban was approved by the Federal Office of Personnel Management to provide health benefits to federal employees under the Federal Employees Health Benefits Program. In addition, Suburban is preparing an application for subsidization to the Health Care Financing Administration for approval as a Medicare Risk HMO. Once approved, Suburban will be able to offer its wide range of quality health care benefits to the senior population in its service area.

Suburban membership is projected to reach 8,700 by the end of 1996 and to approximately double each year through 1999, when it forecasts a commercial membership (i.e., not including Medicare) of 44,000.

In addition to serving many large employer groups, Suburban has distinguished itself from its competitors by focusing on providing excellent, individualized service to the many small employers in its service area. By maintaining its dedication to offering quality health care and personal service to a select and frequently overlooked and underserved segment of the community, Suburban Health Plan expects to both grow and prosper in the current and future days of this turbulent health care market.
G.H.S. Insurance Company Ltd., a subsidiary of Griffin Health Services Corporation, is an offshore insurance company incorporated in the Grand Cayman Islands. U.S. Federal law and Grand Cayman law require offshore corporations and their Board of Directors and management to meet outside the United States for the purpose of conducting business. No corporate business can be legally conducted within the United States.

G.H.S. Insurance Company Ltd., was established in 1994 to allow Griffin Health Services Corporation to offer insurance products previously purchased in the traditional commercial marketplace, achieving coverage at significantly lower cost. G.H.S. Insurance Company Ltd. has insured Griffin's medical liability insurance, its most expensive insurance coverage, since it was formed. Savings in that period are currently approaching $1 million and is expected to continue at a rate of $500,000 to $750,000 a year. These savings may be added to in other insurance products are included in the G.H.S. Insurance Company Ltd. portfolio.

G.H.S. Insurance Company Ltd. is a sound business venture that has been reviewed by auditing and insurance consultants. It has already produced and will continue to produce meaningful annual expense reductions that save jobs and contribute to overall financial structure for the Griffin Corporation. Griffin's financial status line is better as a result of the offshore insurance company.

With the dramatic changes taking place in the health care industry, with all payers—Medicare, Medicaid, HMO's and commercial insurers—I shrinking payment for patient services, reliance on hospital patient revenues to maintain the institution is rapidly diminishing. This will require bold initiatives like the offshore insurance company to reduce expenses without affecting quality of care and care, which we staff resources which will produce new revenue sources to maintain an institution's financial viability. The combination of these will be critical to maintain community hospitals, like Griffin, as we know them today.

G.H.I Ventures

The Southfield Medical Center in Southbury and Family Health Center in Shelton are full service medical facilities where physicians, psychiatrists, dentists, and ancillary medical care providers are equipped to meet most of their patient's healthcare needs conveniently at one location. The two facilities extend Griffin's reach into the community.
John Bustelos, Jr  
President/CEO

Jerold A. Sinnamon  
Executive Vice President

Harry F. Blair  
Executive Director, Suburban Health Plan

Patrick A. Charmel  
Senior Vice President

Donna Spencer  
Vice President, Quality Management, Marketing & Information Services

Evelyn Werdal  
Vice President, Patient Care Services

Jerry Ainsworth  
Director, Pastoral Care Services

William Povanda  
Vice President, Support Services

Frank Mancuso  
Acting Vice President, Finance

Kenneth V. Schwartz, M.D.  
Medical Director
What about Griffin?

HEALTHY VALLEY 2000 CELEBRATES WORLD HEALTH DAY

"Creating Healthy Communities Together" is the theme for World Health Day which is April 7 and is sponsored each year by the World Health Organization.

President Clinton said: "I am pleased that communities across America are joining together in this determined effort to create a healthier society. By learning about the broad and varied factors that affect our community's health, we can better manage our resources to create a clean, safe environment, a healthy economy, and a health delivery system that works for all of our citizens. Working together, we can improve our country and our world in countless ways."

Griffin is proud to be a partner in Healthy Valley 2000. Our mission is to continuously improve the health of the community and the quality of life and well-being of the people it serves. And our community has never been more active working together: "Creating a Healthy Community."

Healthy Valley 2000 was the State's first Healthy Community Project. Two hundred community team members have endorsed five "Key Performance Areas": Arts & Recreation, Economic Development, Community Involvement, Health, and Education, and identified 27 initiatives as meaningful ways to improve the quality of life of the community. You, too, can join the Healthy Valley 2000 team. Working together, we will make the community healthier and a better place in which to live, work, raise a family and enjoy life.

TO JOIN HEALTHY VALLEY 2000, CALL 732-743-
This publication was created and produced by the Communications & Public Affairs Department of Griffin Hospital. For additional copies or information, call 732-743-1.
Griffin Health Services Corporation

Griffin Hospital
150 Whiting Street
Derby, CT 06417
(203) 725-7400

Good Health for Our Community