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Vice President - Patient Care Services

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Acting Director Pastoral Care Services

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Paul Zudema
Vice President - Finance

Kenneth V. Schwartz, M.D.,
Medical Director
Annual Meeting of
Griffin Health Services Corporation

Just as we have been pioneers in the movement to change the way health services are delivered, so must we prepare ourselves for a future in health care based on an increasingly competitive managed care environment and an organization's effectiveness at preventing illness and keeping people out of the hospital. The health care world must transform itself to being consumer sensitive, including providing complementary health services that meet the public's needs and expectations, and to empower individuals and provide them with the knowledge needed to take an active role in their own health.
During the last 12 months the vision for Griffin Health Services started to manifest in many important ways. The vision, first articulated by the Board of Directors, management, employees, and members of the medical staff during 1986-87, was Griffin improving the quality of life for all we serve, and all who live within our service area and, to improve the health of those we serve and who serve Griffin. This vision has in its essence that health is not just the absence of disease but rather, it is a state in which the body, mind, and spirit are integrated, aligned, and whole; that medical care is to be an awakening which in turn can provide an opportunity for healing, even when a cure is not possible.

The past decade presented Griffin with significant challenge and change. Events during the past year have demonstrated that a heartfelt vision combined with hard work and commitment can propel us on a course that allows the creation of a future of our making and which will allow us to continue to serve our community.

Griffin's vision of a progressive organization, with a modern physical plant, providing a healing and loving environment in which patients and families take an active role in their health and well-being is becoming more of a reality each day. The most obvious manifestation was opening of the North Wing last June, during which more than 5,000 individuals had the opportunity to visit with us and witness the enthusiasm and pride of our employees and volunteers, as they demonstrated the state-of-the-art building and patient-focused care process to our visitors. Since then we have been visited by hundreds of individuals from across America and several foreign countries to learn first hand what the Griffin family has accomplished.

Evidence that we have created a healing environment worthy of our vision include major articles by three American Hospital Association publications, two feature stories in the New York Times, and major cover stories in Prevention and Consumer Reports magazine and CBS. This Morning and WTNH-TV's "First Look" provided extensive coverage of the North Wing as had the interest of thousands of individuals throughout Connecticut and the United States. Additional evidence of the impact Griffin is having on the health care industry occurred at the Planetary Annual Hospital Alliance Conference last October. The Planetary Alliance, of which Griffin is one of 50 members, is committed to creating healing environments in which patients are the center of attention and in which patients are encouraged to be active participants in their care. Participants at the conference were overwhelmed by the advances Griffin had made in establishing the first hospital where all care— even in the Critical Care Unit—is provided in a patient-focused manner in an environment which is friendly and healing.

Griffin's commitment to empowering individuals to take an active role in their own health also led during the past 12 months to the establishment of two new outpatient programs now drawing patients from throughout Connecticut. These two initiatives are the Heart Disease Reversal Program and the Stress Reduction Program. The Heart Disease Reversal Program requires participants to engage in comprehensive lifestyle changes that can lead to improved cardiovascular functioning. A number of individuals who a year ago thought they would have to undergo bypass surgery or angioplasty are continuing in the Griffin program without these procedures.
The Stress Reduction Program is based on the program which has been functioning for more than 10 years under the direction of Jon Kabat-Zinn at the University of Massachusetts Medical School in Worcester, MA. Utilizing mindfulness meditations, light stretching and other techniques to align body, mind, and spirit, the program is helpful for individuals with many chronic conditions whose symptoms seem not to be amenable to additional medical treatment.

Griffin’s commitment to the health of the communities we serve led to the restructuring of our medical residency to be more focused on primary care, community health and preventive medicine. Griffin’s support for and participation in the “Healthy Valley 2000” project is an additional example of our vision coming to fruition. Griffin also took on a more active leadership role for the successful Parish Nurse Program which had originally been initiated by Griffin and Catholic Family Services.

While the year saw a number of efforts by Griffin become reality, as significant, but not necessarily as visible, changes were also underway to even better position Griffin for the continually changing health care environment. Key to these changes will be an energized and more focused Suburban Health Plan working in concert with a range of primary care providers to establish an integrated delivery system that will be able to provide primary and preventive services in an environment in which more and more health care will be paid for by health maintenance organizations on a prospective, capitated arrangement. Capitation provides a fixed payment for caring for an insured individual.

To the extent that a person remains healthy and uses the least costly health services available, the contracted organization profits. If the individual is hospitalized and uses expensive medical services, the organization suffers economically. This changes the way we do business and look at care. The transition to capitation will be challenging and difficult. It reviews many of our concepts of what success represents, we must master a new way of seeing and acting within these changes.

Unlike other hospitals in Connecticut, Griffin Hospital has the HMO, Suburban Health Plan, as a major subsidiary. More and more attention will be focused during the coming months outside the hospital toward the establishment of the network of care component to accept capitation and the risk for the cost of care of outsiders.

The achievements of the past year speak well for us and our ability to survive during what has been termed an age of “chaos, rapid change and restructuring.” The future will require that we build on our experiences that we focus on health, not illness and that all of our systems and constituencies work together to build the best, most comprehensive, integrated system of health care and delivery system responsive to the needs of our community and to the individuals who pay for these services.

John Buneles
President,
CEO

Robert L. Fiscus
Chairman,
GIHSC Board
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<tr>
<th></th>
<th>Fiscal '93</th>
<th>Fiscal '94</th>
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<tbody>
<tr>
<td><strong>Revenue:</strong></td>
<td></td>
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<tr>
<td>Net Patient Revenue</td>
<td>62,860,430</td>
<td>64,345,470</td>
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<tr>
<td>Other</td>
<td>1,951,123</td>
<td>2,343,423</td>
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<tr>
<td>Total Revenue</td>
<td>64,820,553</td>
<td>66,688,893</td>
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<tr>
<td><strong>Operating Expenses:</strong></td>
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<tr>
<td>Employer Compensation</td>
<td>27,327,191</td>
<td>27,184,026</td>
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<tr>
<td>Supplies &amp; Other</td>
<td>29,318,242</td>
<td>31,466,687</td>
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<tr>
<td>Depreciation</td>
<td>2,357,394</td>
<td>2,889,509</td>
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<tr>
<td>Prov. for Bad Debt (net of recoveries)</td>
<td>3,840,578</td>
<td>2,643,277</td>
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<tr>
<td>Minority Interest</td>
<td>66,357</td>
<td>(44,181)</td>
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<tr>
<td>Interest</td>
<td>509,492</td>
<td>795,315</td>
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<tr>
<td><strong>Total Expenses</strong></td>
<td>63,619,234</td>
<td>64,874,629</td>
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<tr>
<td><strong>Net Income (Loss)</strong></td>
<td>1,201,319</td>
<td>1,814,264</td>
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John F. Drayce, Jr.
Principals and Stockholder in Drayce & Drayce, P.C., in Fairfield. Received J.D. from U. Conn. Law School, graduating Cum Laude.

Meet Our
Caron Law School, graduating Caron Laude.

American Bar Association, The Association of Trial Lawyers in Connecticut and the Federal Bar Council. Active in various public and community service efforts and civic and political activities, including past chairman of the Democratic State Committee and chair of President Clinton’s Connecticut campaign. Served as Senior Advisor to U.S. Senator Christopher Dodd, Chairman of the Democratic National Committee. Lives in West Hartford with wife, Patricia, and two children.

Joseph J. Jacobs, M.D.
First director of the newly-created Office of Alternative Medicine at the National Institutes of Health (NIH). Received M.D. from Yale University School of Medicine. Worked as a pediatrician at the Gallup Indian Medical Center in New Mexico. Became a Robert Wood Johnson Clinical Scholar at the University of Pennsylvania, School of Medicine and obtained an M.B.A. with emphasis on health care administration. With help of former Surgeon General, Dr. C. Everett Koop, worked for the Health Resources and Services Administration (HRSA) as an administrator of the National Health Service Corps, and the Indian Health Service. Served as a medical director for the Area Life Insurance Company, and as a Director in the National AIDS Program Office in the Office of the Assistant Secretary of Health. Lives in Guilford with wife, Mary Jane Clark, and two children.

Rodney A. Lane
First Dean of the combined Schools of Graduate Studies and Continuing Education at Southern Connecticut State University. Received M.S. in Research and Testing, and Doctor of Education in Science Education from Florida State University. Selected by National University Continuing Education Association to develop and conduct series of workshops for higher education administrators which were offered nationwide. Elected to Republican Town Committee of Cheshire. Lives in Cheshire with wife, Sarah, and has three grown children.

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Joseph A. Pagliaro
A. Harris Stone, Ed.D.

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Gerald T. Weiner
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 its leadership position.

G. H. Ventures

A for-profit, taxable subsidiary of Griffin Health Services Corporation, with responsibility for development 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

A for-profit taxable subsidiary of Griffin Health Services Corporation, Suburban Health Plan offers area employees the opportunity to provide cost-effective, comprehensive health care services for their employees through a locally controlled managed care plan. Suburban Health Plan offers those services through contractual arrangements with physician members of the Valley Individual Practice Association and Griffin Hospital.

GHS Insurance Company, Ltd.

An offshore insurance captive created to offer Griffin Health Services, Griffin Hospital and other subsidiary organizations professional malpractice and general liability insurance coverage. The licensing of GHSIC, Ltd., allows the company, over time, to insure other health care organizations affiliated with Griffin, as well as private practice physicians.
Griffin Hospital Corporators

1997

Jerry L. Absworth
Matt Anderson
Nan Birdswain
Tulma M. Boni
Edward G. Brickett
A. Vietor Cable
Frank J. Casaberti
Anthony J. Coburn
A. C. Cobb, Jr.
Michael E. Cummins
Pan DeVecchio
Patricia DiGiacomo
John E. Dillen
Gini S. D'Marco, Jr.
Eleanor M. Drosdow
Michael Egan
Richard M. Evans
William F. Flaherty
Elinor C. Forre
Matthew P. Gallo
Robert G. Gifford
David M. Grant
Ralph A. Greco
Patricia Halter
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Clifford D. Hoyle
Franklin B. Joy
Richard M. Katz, M.D.
Gloria H. Kie
Gordon J. Kiene, M.D.
Mark A. Lauter
Spencer F. Martin
James P. McKeen
Mary M. Melligan, R.N.
H. Tom Minicozzi
Claude Perry
James S. Pinke, M.D.
Cabinet Prize
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David M. Rikken
Donald P. Roach, M.D.
Frances G. Roush
George J. Ryan
James E. Ryan
Kathleen B. Rychlicki
Ellen Scadron
John T. Scott
Bernard S. Shapiro, M.D.
Dorothy Silva-Coleman
A. Harris Snape, Ed.D.
Diane L. Sonnen
Romulo D. Tecedor
Alan J. Yama
E. James Uheri
Donald E. Wernow
Jeffrey T. Ytle, M.P.M.

1998

Achille A. Aprile
Brian J. Arrighi
Dorothy H. Blak
Henry J. Bordan
Thomas F. Bratton
Josephine M. Buser
Robert Caponigri
Faye Cuddy
William J. Cambi
Ruth Fehringer Common
Walter Cooper
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Cynthia L. Delvecchio
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Charles L. Drabek
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Bernard J. Fitzpatrick
Paul O. Gian国庆
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Donovick D. Gombick
George H. Gomberg, III
Marc J. Gomberg
Jared G. Grist
Gloria G. Gurbis
Thomas L. Greene
Thomas E. Hallahan
Madelyn J. Jane
Richard Kashiwa
John P. Kiley, Jr.
Stevon Kuscher, M.D.
William M. LaBowe, Sr.
Mark Levine
John V. Menzies
Edward W. Miller, Jr.
William M. Miller
John F. Montefalcio
Joseph A. Pagliaro, Sr.
William C. Partridge
Michael Peta
Ira G. Rock, M.D.
Doris A. Rossner
Ellen M. Ryan
Alan R. Schilinger
Robert M. Shuldak
Roberta F. Smith
Gregory J. Stanion
John Tagg, Jr.
Gary Toole
Mildred Truscott, R.N.
Timothy J. Walsh, III
William F. Weaver
Jamie Yankowski
John J. Zappadino
Stephen C. Zaraw
William Valentine

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Terry Akus
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James Bowers
John J. Bowman, Jr.
Arthur L. Breen*
Mary R. Cassahevi
Harvey W. Carlin, Jr.*
Nathan Choker, Ed.D.
Tom Cordero*
Eugene A. Coppola
Valentine J. Debk, M.D.
Barbara L. DeGennaro*
Vincent A. DeLuca, M.D.
John F. Drury, Jr.*
Robert E. Dunford
Curtis Estess*
John F. Farrell
James M. Fulson
John D. Gamble
Dorothy A. Gandy
John W. Gaskin
William D. Griffin
Dorothy K. Guerwine, M.D.
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Dennis G. Izzo
Joseph J. Jacoba, M.D.*
Rev. Perry Johnson
Vasant Khurana, M.D.
Frederick R. King, Jr.*
Roberta Kirsch*
Susan L. Kosowczyk*
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Kathryn Martin
Brian N. McCoy*
Joyce K. Miller
Robert J. Murphy, D.D.S.
John J. Narowski, M.D.
Thomas J. Nelligan
Paul B. Nashknagy, M.D.
Kristy L. Piersolka-Nosick, M.D.
Frederick J. Quinn, Jr.
Irene P. Ruscher
Norman Sauer*
Kenneth E. Schable
Heles K. Skoblar
Rev. Wayne A. Sweyer
Anastasia Tepelko
Alice L. Tufts, Ph.D.*
As of April, 1995, Griffin Hospital has been in its new quarters for nine months, with the renovation of the rest of the facility nearly completed. We have been the subject of much publicity and many accolades for our planning, foresight and implementation of a new model of care combined with a physical plant which is the envy of many a health care organization. While we can rightly congratulate ourselves on our successes, we need to realize that the health care industry is changing very rapidly and we cannot sit on our laurels.

The explosion of managed care will change the way we do business and we need to change with it. Our next thrust will be to position ourselves in the marketplace by combining our new quarters, model of care, medical staff and management into a viable player in the managed care game. The medical staff is poised to contribute to the further success of the organization and we look forward to the exciting changes which lay ahead.

Kenneth V. Schwartz, M.D.
Medical Director
Medical Executive Committee

Northern A. Belles, M.D., Chair, Dept. of Radiology
John Besdyes, Jr., President, Griffin Health Services Corporation
Kenneth J. Dubke, M.D., Chair, Dept. of Surgery

Dorothy K. Gurneen, M.D., Chair, Dept. of Obstetrics/Gynecology
David R. Kunsigberg, M.D., Chair, Dept. of Emergency Services

Gordon L. Kutter, M.D., Chair, Dept of Psychiatry

Gay R. Nicaffe, M.D., Chair, Dept. of Medicine

Donald P. Roach, M.D., Chief, Division of Family Practice
Ira C. Rock, M.D., Chair, Dept. of Anesthesiology

Harold M. Schwartz, M.D., Secretary/Treasurer, Medical Staff

Kenneth V. Schwartz, M.D., Medical Director

Bernard S. Spagno, M.D., Vice President, Medical Staff

David M. Silberman, M.D., President, Medical Staff

Jerald A. Sinnotto, Exec. Vice President, Griffin Health Services Corp.

Stephanie Wain, M.D., Chair, Dept. of Pathology

Anthony G. Wayne, M.D., Chair, Dept. of Pediatrics

Section Chiefs

Cardiology - Kenneth V. Schwartz, M.D.
Dermatology - Fedek N. Volpe, D.M.D.
Dermatology - Nina Silberman, M.D./Jose Dowdrey, M.D.
Endocrinology - David Moll, M.D.
Family Practice - Donald P. Roach, M.D.
Gastroenterology - Vincent A. DeLuca, Jr., M.D.
Gynecology/Oncology - Jeffrey A. Ouel, M.D.
Infectious Disease - Howard L. Quantrell
Nephrology - Paul B. Nudelbaum, M.D.
Neurology - James B. Butler, M.D.
Neurosurgery - Patrick P. Mastroianni, M.D.
Neurology - Patrick P. Mastroianni, M.D.
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Neurology - Patrick P. Mastroianni, M.D.
Neurology - Patrick P. Mastroianni, M.D.
Allergy & Immunology  | Pediatric
---
Gerald J. Genovese, M.D.

31 Westfield Avenue
Antrim
734-1614

User River Snipping Center
Oakland
888-0936

Anesthesiology

Wilfredo E. Ceballos, M.D.
Ina C. Roux, M.D.
Xiana Sherry, M.D.
Scott E. Simmons, M.D.
Sandra T. Congdon, M.D.*
Terrence M. Harald, M.D.*
Pete Caproni, C.R.N.A.**
Marilyn Jannin, C.R.N.A.**
Core Lucas, C.R.N.A.**
William Gutowsky, C.R.N.A.**
Joanne Pons, C.R.N.A.**
Michael Sexton, C.R.N.A.**
Stephen Shattuck, C.R.N.A.**
50 Maple Avenue
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735-6493

Cardiology

Eli J. Baker, M.D.
101 Elizabeth Street
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Anthony W. L. Scouros, M.D.
William Neil Pearson, M.D.
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562-5115

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Andrew M. Raub, M.D.
Kenneth V. Schwartz, M.D.
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Mark H. Schlegelfeld, M.D.*
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S M. Yousef Al., M.D.*
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Robert J. Lewis, M.D.*
46 Prince Street
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867-5300

Dentistry

Robert J. Levison, D.M.D.
192 Main Street
Antrim
735-4710

Dermatology

Israel Drerson, M.D.
Nina R. Silverman, M.D.
22 Westfield Avenue
Antrim
735-6144

Emergency Medicine

Ann A. Finan, M.D.
David R. Kengelberg, M.D.
Jennifer Kneidel, M.D.
Walter H. Reel, Jr., D.O.
Brenda Schiernow, D.O.
Sarah R. Tuchan, M.D.
Brenda M. Thimme, M.D.
Howard E. Zinman, M.D.
100 Salem St., M.D.*
Gustavon J. Kfragelos, M.D.*
Jonathan Masel, M.D.*
Anthony Strickman, M.D.*
Rayton Turpin, M.D.*
Cyntha Zychowski, D.O.*
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Entomology

David J. Bell, M.D.
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735-9354

Family Practice

Kenneth E. Miranda, M.D.
17 Western Avenue
Seymour
894-0400
Elliott J. Mathis, M.D.
Samuel W. Strei, D.O.
F. Peter Swanson, M.D.
Kenneth A. Ward, M.D.
Heen C. Fennegan, P.A.**
Family Health Care Center
333 Bridgewater Avenue
Shelton
929-7331

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