

GRIFFIN HEALTH SERVICES CORPORATION

1999 ANNUAL REPORT



Personalized Care In A Healing Environment

President's Message

A message from our President & CEO

Patrick Charnel
President, CEO



In last year's message I stated that I was very positive about the approaching year. My optimism was based on the fact that Griffin had become a more efficient and growth oriented organization focused on its newly refined mission, the needs of its customers and the community it serves. Although our accomplishments in 1998 were significant, the hostile forces that confronted all Connecticut hospitals in 1999 which resulted in the first aggregate operating loss by Connecticut hospitals in history challenged our faith in the foundation we had laid.

To ensure success and the continued viability of the hospital in 1999 we needed to remain profitable by maintaining our new lower expense base achieved through the hard work and sacrifice of our dedicated employees and by increasing revenue through business growth and improving the rates that HMOs pay Griffin for services rendered to their members. We also needed to expand our service offering and Griffin's affiliated physician network to improve community access to needed services and to minimize the need for residents to leave our community for care. Finally, we needed to increase community awareness of Griffin's expanding services and the superior patient care experience we offer so that residents view Griffin as their hospital of choice.

I am happy to report that our sense of purpose and the commitment of every Griffin employee, medical staff member, volunteer, and trustee to the achievement of the objectives that we adopted was sustained throughout the year, and the enormous energy that was expended on behalf of the hospital and those we serve led to a level of accomplishment that exceeded expectation.

We were able to maintain and build on the productivity and efficiency gains achieved earlier. Griffin's operating cost per adjusted discharge declined 7.6% in 1999 versus 1998. A revenue increase was achieved through the establishment of new programs and services and the growth of existing services like our Emergency Department which experienced an increase in the number of patients seen of over 2000 versus the previous year due in large part to dramatic improvements in clinical and service quality. The successful execution of our growth strategy resulted in a year over year increase in revenue of two million dollars after two consecutive years of substantial revenue decline. The combination of expense reduction and revenue increase yielded a hospital profit in a year when more than half the hospitals in Connecticut lost money.

In 1999 a number of physicians, both primary care and specialists established their practice in the hospital's service area and affiliated with Griffin. The new physicians have improved access to high quality medical care and expanded Griffin's reach into our community. Griffin's ability to reach out was further enhanced by a grant from the Community Foundation of Greater New Haven which enabled the hospital and the Valley Parish Nurse Program to establish a Mobile Health Resource Center which provides preventive health, health education and health screening services in neighborhoods, and at worksites, community events and health fairs.

Our expanded medical staff and service offering as well as the outreach effort of the mobile Health Resource Center, our recently developed women's health initiative and our Prevention Research Center have made Griffin more accessible and responsive to the needs of those we serve. I am encouraged by the fact that over the last eighteen months the proportion of Valley residents that receive hospital services at Griffin versus other area hospitals has grown.

A recent community survey, commissioned by Griffin to determine which hospitals Valley residents prefer and their level of satisfaction with health care they have received, indicated that Valley residents prefer Griffin to other area hospitals and that Griffin is viewed as the most improved hospital (over the last three years) in the region. In fact, by a large margin, community survey results indicate that there is a growing awareness in the community of Griffin's expanding services and the superior patient care experience we offer. That awareness was raised by a successful cable advertising campaign, increased traffic to our highly rated website and by positive word of mouth from our former patients and their families who are pleased with the care we provided.

Undoubtedly, 1999 will be remembered as a year of great progress. Increased efficiency and business growth returned the hospital to profitability. New programs and services were developed that have strengthened Griffin and responded to community needs. Market share has increased and the community is now aware of our services and views Griffin more favorably. Our medical staff has grown. Our exceptional customer service has resulted in the highest level of patient satisfaction in our history, and our strong sense of purpose and cohesiveness resulted in the hospital being named by Fortune magazine as one of the "100 Best Places to Work In America".

The entire Griffin family should take pride in the many accomplishments described in this annual report. They are a reflection of our passionate commitment to clinical quality and service excellence, innovation and willingness to make sacrifices to achieve our common goals and to ensure a bright future which I am confident we will achieve.

A handwritten signature in cursive script that reads "Patrick Charnel".

Medical Staff Update

A Message From Griffin's Medical Director

Kenneth V. Schwartz, M.D.
Medical Director



1999 was a growth year for the Medical Staff at Griffin Hospital. We added 34 new members and now stand at 251 total members, of which 123 are on the Active Staff. Among the Active staff members added this year, there are 3 primary care physicians. Dr. Domenic Casablanca opened a solo office in Family Practice in Huntington, Dr. Bindu Dey, a graduate of the Griffin Internal Medicine Residency Program, joined Dr. Farens in Internal Medicine practice in Shelton and Dr. Yuvraj Kumbkarni, an internist and endocrinologist, joined Drs. Moll, Moses and Dreznick in Derby. Several other departments received new Active Staff members including Dr. Scott Waller and Dr. Ignatius Komninakas in Orthopedics and Dr. Chung Shin in Vascular Surgery. These new physicians will help to increase the services we provide and have already contributed to increased volume for the hospital.

Three notable physicians also retired this year. Dr. Vincent DeLuca, Jr., Chairman of the Medical Education Department, former Chairman of Medicine and noted gastroenterologist, retired after over 40 years of practice. Dr. Earl Baker, cardiologist, retired after 30 years of service and Dr. Jose Flores, general surgeon, also retired this year after 27 years of service. We will miss these distinguished and beloved physicians in the hospital and the community.

The medical staff has been actively participating in the growth of services offered at Griffin Hospital. The Wound Treatment Center, under the direction of Dr. Kenneth Dobuler, continues to be very busy and successful. We are one of only two hospitals in Connecticut that offers hyperbaric oxygen treatment as part of the wound healing process. We also introduced EECP, enhanced external counterpulsation, a non-invasive treatment for angina and have successfully treated many patients since this new service began. We are the only site in the state to offer EECP.

Finally, we are planning to add a multiple sclerosis clinic to our services in the near future. Only by continuing to grow and provide new and innovative services can Griffin and its medical staff provide modern, and needed, services to the community. We will strive to continue this growth.

A handwritten signature in black ink, appearing to read 'K Schwartz', with a long horizontal flourish extending to the right.

Subsidiaries

GHDF, Inc., G.H. Ventures, GHS Insurance, Ltd., Planetree

Griffin Hospital

A not-for-profit, tax-exempt subsidiary of Griffin Health Services Corporation. A 160-bed acute care community hospital, Griffin Hospital has 251 active and courtesy physicians who have admitting privileges. Griffin Hospital has received national recognition and acclaim for creating a facility and approach to patient care responsive to the needs of patients. Many health care facilities from around the world continue to visit us and incorporate our ideas into their healthcare models.

Hospital Statistics

	1999	1998
Patient Discharges	5,856	5,968
Patient Days	25,271	29,258
Length of Stay (days)	4.32	4.90
Adjusted Discharges	9,830	9,319
Emergency Service Visits	33,045	31,035
Same Day Surgery Patients	2,754	2,877
Outpatient Visits	118,508	98,387

Griffin Hospital Development Fund

A not-for-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.

G. H. Ventures

A for-profit, taxable subsidiary of Griffin Health Services Corporation, with responsibility for development and operation of business ventures that further the mission of Griffin Health Services Corporation and Griffin Hospital through service guidelines or through the generation of financial resources.

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.

Planetree

A not-for-profit organization dedicated to personalizing, humanizing and demystifying the health care experience for patients and their families.

The Planetree program was founded in 1978 by Angelica Thieriot and began at the California Pacific Medical Center in San Francisco. It pioneered patient-centered care, where all aspects of treatment are based upon the patient's own desires and decisions. Patients at Planetree hospitals are encouraged to read their own medical charts and are offered detailed information on their illness, or any other health and medical topics. Patients and family members are strongly encouraged to participate in the healing process. In addition to creating a home-like environment for patients, the organization also promotes healthy communities by encouraging hospitals to sponsor extensive consumer libraries, called Health Resource Centers.

The Planetree Alliance now has 34 hospitals and health centers as well as 11 Community Health Resource Centers dedicated to our patient-focused model of care which supports and nurtures healing on all levels. Planetree was acquired by Griffin Health Services in 1998.

Development Fund, Inc.

Philanthropy for Griffin Hospital

The Griffin Hospital Development Fund, Inc. is a not-for-profit, tax exempt subsidiary of Griffin Health Services Corporation. Its mission is two-fold: to develop new and additional resources through philanthropy and to increase awareness and support of Griffin Hospital within the community.

Griffin Hospital is the sole recipient of gifts to the Griffin Hospital Development Fund, Inc. which seeks contributions through a variety of programs, special events and community activities. Since its incorporation in 1984, over \$12 million has been raised. All funds generated are used for facility improvements and to create programs and services that benefit the patients of Griffin Hospital and the community.

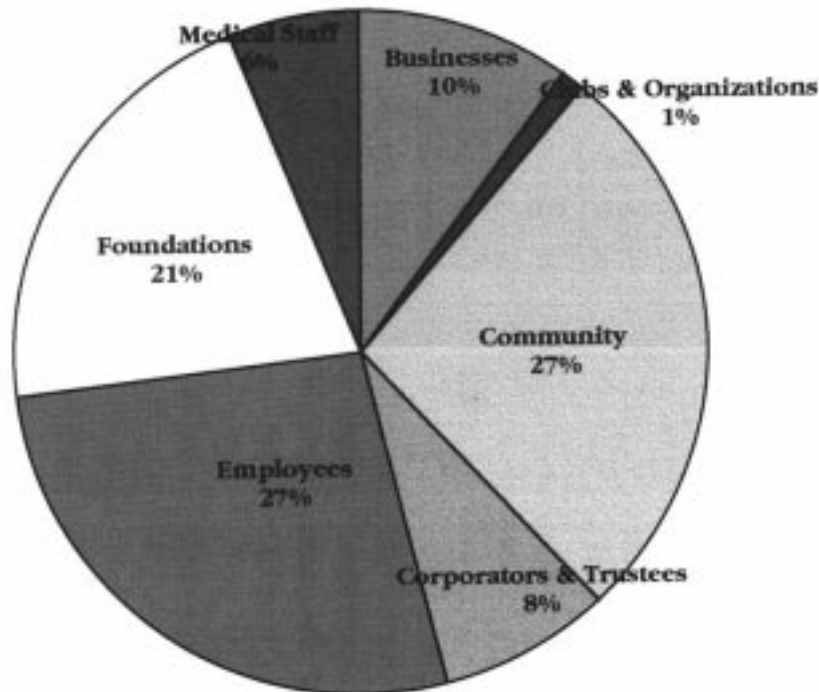
The Development Fund will launch a 5 year, \$5 million capital campaign in early spring to Griffin Hospital employees, board members, trustees and corporators. The Campaign will be extended to the community in the fall.

The money raised will benefit Griffin Hospital's infrastructure including facilities updates, renovations to the laboratory and improvements to the in-patient Psychiatry Unit to incorporate the Planetree model of patient care. In addition, Capital Campaign proceeds will pay for renovations to the kitchen and cafeteria and establish a fund for clinical innovation.

The Griffin Hospital Development Fund, Inc. has scheduled the following fund raising special events for 2000.

The **Griffin Golf Classic & Car Raffle** is scheduled for **August 21, 2000 at the Oak Lane Country Club** in Woodbridge. **Autumn Elegance, a Dinner & Auction**, is slated for **October 28, 2000** at the Waterbury Sheraton Hotel.

Support to Griffin's annual giving comes from the following



Financial Statement

Statement of Operations

Griffin Health Services Corporation

Fiscal Year	<u>98/99</u>	<u>97/98</u>
Revenue		
Net Patient Revenue	\$63,040.5	\$60,809.1
Other	5,338.7	24,064.2
Total Revenue	68,379.2	84,873.3
Operating Expenses		
Employee Compensation	36,688.4	38,991.2
Supplies & Other	20,341.3	44,189.1
Depreciation	3,437.6	3,577.2
Provision for Bad Debt (net of recoveries)	3,366.0	3,666.4
Interest	2,129.5	2,220.1
Loss on Disposal of Equipment	—	37.8
Total Expenses	65,962.8	92,681.8
Net Intercompany	(409.5)	90.0
Net Income (loss)	\$2,006.9	\$(7,718.5)

Griffin Hospital & Development Fund

Fiscal Year	<u>98/99</u>	<u>97/98</u>
Revenue		
Net Patient Revenue	\$62,749.0	\$60,690.0
Other	3,195.2	2,522.3
Total Revenue	65,944.2	63,212.3
Operating Expenses		
Employee Compensation	36,130.9	37,449.7
Supplies & Other	19,461.9	18,922.9
Depreciation	3,225.9	3,362.7
Provision for Bad Debt (net of recoveries)	3,366.0	2,712.6
Interest	1,939.8	2,044.5
Loss on Disposal of Equipment	—	37.8
Total Expenses	64,124.5	64,530.2
Net Income (loss)	\$ 1,819.7	\$(1,317.9)

Fiscal 1999 saw a return to profitability for the Corporation and the Hospital; a major success given that half of the hospitals in Connecticut lost money in fiscal year 1999.

With the closure of Suburban Health Plan, business growth and cost saving measures instituted by the Hospital, the Corporation as a whole experienced a \$9.7million turnaround on the bottom line. Net patient revenue increased by \$2.2 million in the face of cutbacks in the Medicare program. This increase is attributable to the Hospital's growth initiative efforts instituted last fiscal year. The significant decreases reflected in "other revenue" and "supplies and other" are directly attributable to the Suburban Health Plan closing.

Additionally, the Hospital's downsizing efforts are reflected in lower employee compensation amounts.

All in all, a very positive step in building the trend required to thrive in today's tumultuous health care market place.

James J. Moylan, CFO

Highlights

New Services, Awards & Headlines

During the year we made a commitment to expanding and improving our core business. Here are some of the highlights.

- **Wound Treatment Center** - - We established the Comprehensive Wound Treatment Center, which includes 2 hyperbaric oxygen chambers, in June of 1998. The Center, one of only 2 in the state, serves patients from across Connecticut.
- **The Comprehensive Pain & Headache Treatment Center** - - Business at the Center has grown rapidly. The Pain Center sees patients from across Connecticut as well as nearby states.
- **The Multiple Sclerosis Center** at Griffin Hospital will open in July of 2000. The Center will be operated by a nationally-recognized specialist in treatment of multiple sclerosis. The MS Center will be located adjacent to the Comprehensive Pain & Headache Treatment Center.
- **EECP (Enhanced External Counterpulsation)**, a non-invasive treatment for sufferers of chronic angina, was introduced in June of 1999. Griffin remains the only hospital in Connecticut to offer this service.
- **Cardiac Catheterization Lab** - - Griffin has an application before the State Office of Health Care Access to offer a Cardiac Catheterization service to patients.
- **Radiology Department improvements** include the addition of two new mammography units with state-of-the-art diagnostic and therapeutic capability, the creation of a more private and comfortable mammography suite and renovations to 2 ultrasound rooms and several physician offices. Work on the remodeling of the x-ray and darkroom areas and the completion of the waiting rooms and mammography suite should be completed by May. New mammography equipment will double the capacity of service and reduce delays and appointment waiting time.
- **MRI** - - Griffin upgraded the MRI service to include the latest high field open MRI technology. This services allows those who are claustrophobic or too large for traditional MRI a more comfortable environment. Griffin's MRI service was also expanded to three days.
- **Primary Care Center** - - In a collaborative arrangement with Hill Health Center's Community Health Connection, the Griffin Hospital Primary Care Center was relocated to Ansonia. This arrangement improves the efficiency and capacity of the combined service.
- **Emergency Department** - - Physical renovations to the Emergency Department triage station improved patient confidentiality. Physician staffing was expanded. Convenient Care in/out time was reduced from an average of 72 minutes to 40 minutes. Patient satisfaction improved as did the patient's willingness to recommend Griffin.
- **Dental Clinic** - - A collaborative arrangement with Hill Health Center resulted in the Hill Health Center taking operational and clinical responsibility for the former Griffin Liebel Dental Clinic, improving efficiency, capacity and quality.
- **Hospitalist program** - - A Hospitalist program was introduced to Griffin in-patients. This is a service under which hospital-based physicians assume responsibility for the care and treatment of hospitalized patients allowing the patient's community-based primary care physician to focus on his or her office.
- **Integrative Medicine Center** - - The Integrative Medicine Center at Griffin Hospital was introduced in November of 1999. The Center blends the best of conventional medicine with naturopathic medicine. Oxford Health Plan has agreed to pay for the initial visit for its plan members who use the Center.
- **Griffin added several new physicians and physician practices** in the areas of primary care, orthopedics and vascular surgery.
- **CT Cardiac Scoring** - - A new service was offered to give patients the ability to recognize heart disease in the earliest stages by imaging the amount of calcified plaque in their coronary arteries.
- **Griffin introduced the Mobile Health Resource Center**, a 29-foot Winnebago that is used by Griffin and the Valley Parish Nurse Program for outreach to the underserved population of the Valley. The Mobile Resource Center was made possible through a \$69,000 grant from the Community Foundation of Greater New Haven.
- **Women's Health** - - Griffin brought together hospital resources and members of the community to address the women's health issues faced by women residing in Valley towns.
- **The Yale-Griffin Prevention Research Center** was made possible by a 5-year, \$2.9 million Centers For Disease Control grant to establish this Center at Griffin. This Center is the only hospital-based center in the 23 funded by the CDC last year.
- **Retail Pharmacy** - - Renovations are underway to remodel the Barclay Gift Shop into a Retail Pharmacy and Gift Shop. The in-hospital pharmacy will be an added convenience to patients using our outpatient services.



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Healthy Valley 2000

Cardiac Services

Diagnostics and lifestyle changes for your heart health

Griffin offers several innovative, non-surgical programs for heart patients.

Cardiac Rehabilitation. The Griffin Hospital Cardiac Rehabilitation Program offers a range of services for people with heart disease, including those who may have had a heart attack, undergone bypass surgery, angioplasty or have angina. The Cardiac Rehab program is designed to provide a structure-supportive environment in which persons with a heart condition can safely work to restore normal activities. The program begins when you are in the hospital as a patient and moderately continues once you are discharged. Cardiac Rehab continues the exercise and education phase for up to 12 weeks following your discharge from the hospital. Outpatient Cardiac Rehab can offer lasting physiological and psychological benefits to the heart patient. A multi-faceted program including exercise therapy, patient education and behavior modification will have the greatest influence on your health as well as the quality of your life.

CT Cardiac Scoring. CT Cardiac Scoring can be a useful tool in your cardiac assessment program. The test is performed using a high-speed, multi-detector CT scanner that can assess the presence of calcified plaque in the coronary arteries even before symptoms appear. In just 10 minutes, with no special preparation, the assessment of your coronary arteries is done. A score is computed for each artery based upon the amount of calcium found.

EECP (Enhanced External Counterpulsation). EECP is a non-surgical mechanical procedure that can greatly reduce the symptoms of angina pectoris, presumably by increasing blood flow to areas of the heart. EECP can reduce the frequency and intensity of chest pain or eliminate it altogether, decrease the need for medication and greatly improve the ability to participate in activities of everyday life. EECP involves sequential inflation and deflation of pressure cuffs that fit, like pants, wrapped around the patient's calves, lower thighs and upper thighs. Inflation and deflation of these pressure cuffs increase the blood flow to the patient's heart muscle, therefore stimulating the development of small blood vessels that form a bypass around diseased ones.

The Heart Disease Reversal Program. There is an ever-growing body of evidence that comprehensive lifestyle change can have a positive effect on heart disease. In some cases, these changes can even reverse the effects of heart disease. The Heart Disease Reversal Program is designed to help you achieve a healthy lifestyle that will stay with you long after the completion of the program. Our program incorporates a low fat nutritional plan, stress management classes, supervised exercise, educational lectures, emotional support, cooking demonstrations and individualized medical and health services based on your particular need. To ensure the most beneficial learning experience, we have assembled a skilled support staff for this program which includes physicians, nurses, exercise and meditation specialists, dietitians and psychologists.

For the full text, please visit www.griffinhealth.org

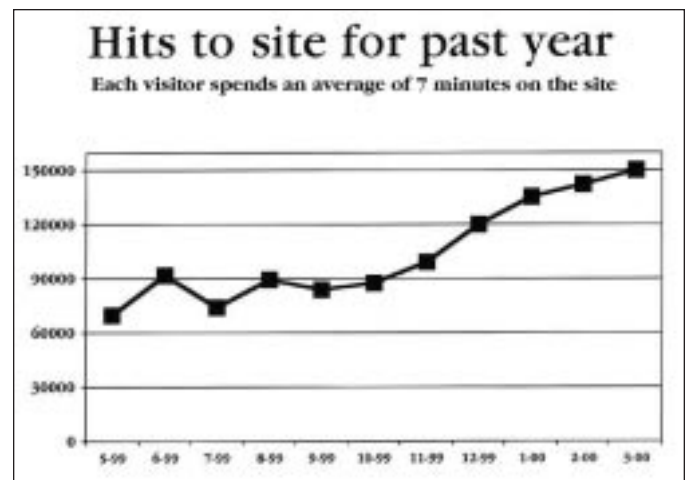
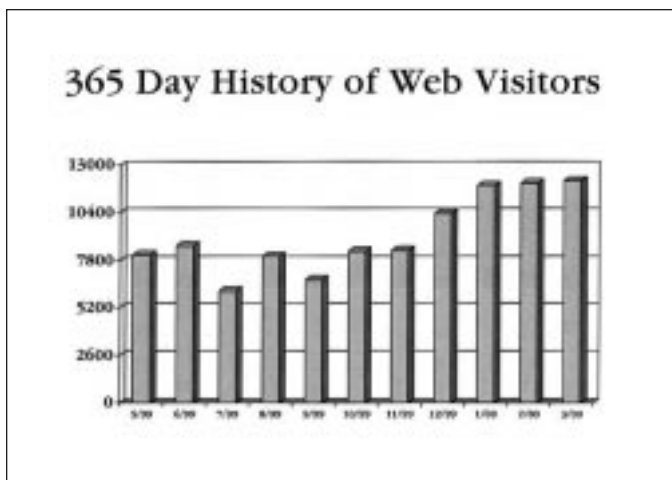
www.griffinhealth.org

The Griffin Hospital Website

Over the past year, many improvements have been made to our website, www.griffinhealth.org. The site has gotten a fresh and modern new look and we've added many consumer-friendly components. The CradleViews page, where we post pictures on-line of babies born at our Childbirth Center, continues to draw the most visitors and, since we introduced this service in March of last year, the number of "hits" to our site have more than doubled.

Hits to the site have been continuously increasing. We reached a new milestone in February when more than 12,000 visitors to the site were recorded. With CradleViews in the lead, other areas of interest for web surfers include our Jobs Posting page and our Physician Directory.

Many of the other visits to the site are to pages detailing the unique services we offer at Griffin, namely Pain & Headache Treatment Center, the Wound Healing Center, the Hernia Center, Cardiac Services and, of course the Childbirth Center.



Griffin's website also received high marks from a national health industry publication in March. Strategic HealthCare Marketing's "eHealthCare Strategy & Trends," said Griffin's site "projected a positive and consumer friendly image" and "explained key services clearly."

We have some other enhancements planned for the near future. In addition to a "virtual tour" of the hospital, we will be expanding the Physician Directory, introducing an electronic health information newsletter and cataloguing the titles in our Community Health Resource Center for customers to view on the Internet.

The website is a work in progress and we are continually striving to offer enhancements that our on-line customers want that our consistent with our Planetree philosophy of empowering people to take control of their health and well-being.



Emergency Services

24-hour emergency care plus walk-in Convenient Care

Griffin Hospital's Emergency Department has made significant convenience and quality improvement changes in many areas over the past 18 months. Overall patient satisfaction in the Emergency Department/Convenient Care is now at 90%. This is measured monthly with a telephone survey.

The ratio of Board Certified/Board Eligible Emergency Physicians is among the highest of any hospital in the state. Of the Emergency Department's eight physicians, seven are Board Certified/Board Eligible and six are Emergency Medicine residency-trained - - one of the highest levels in Connecticut.

The Convenient Care walk-in center for minor illnesses and injuries has an average in/out time of 38 minutes - - better than the "Best Practice" time of 40 minutes as identified by the Health Care Advisory Board. The average time for admission of a patient from Emergency Department to the hospital has been reduced by 26% from 106 to 79 minutes.

In addition, Griffin Hospital's Emergency Department is setting the standard for rapid treatment of heart attack patients. Griffin's Emergency Department boasts one of the fastest "door to drug" times - 28 minutes - for administration of thrombolytic drugs for heart attack patients. The state average for administering these potentially life-saving, clot dissolving medications is 36 minutes and the national average is 35 minutes. The data from the National Registry of Myocardial Infarction puts Griffin's Emergency Department in the 90th percentile nationwide.

The Emergency Department and Convenient Care services were used by more than 33,000 people last year. This is an increase of 4.3% from 1998 and the first increase in use since 1993. Of the six towns serviced by Griffin Hospital, an average 1 of every 3 people use the Griffin Emergency Department each year.

In addition to the physical improvements made to the patient triage area to provide more privacy, patients are provided with printed information about their illness or injury along with care instructions upon discharge. Information packets on common illnesses and conditions such as strep throat, asthma, bronchitis, Lyme Disease and even sunburn are available in the patient waiting areas.

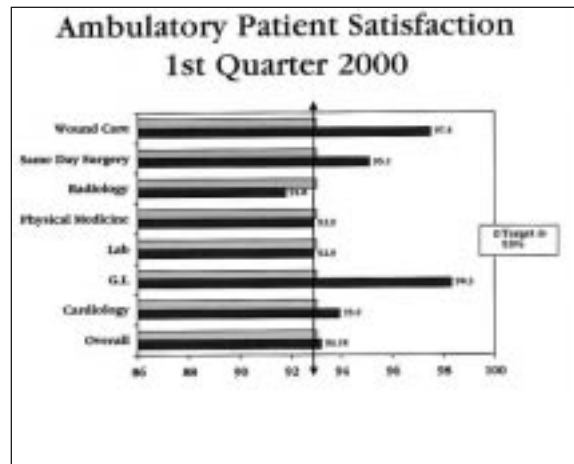
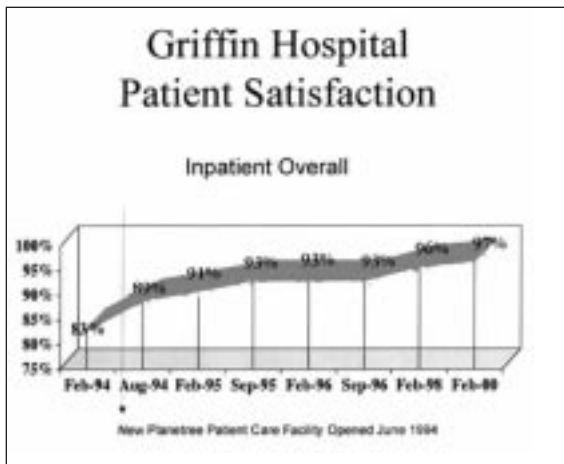
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Patient Satisfaction

Quality indicators

“By asking its customers what they wanted and giving it to them -- giving it all to them -- Griffin Hospital radically reformed its culture in a change-allergic industry. Patient satisfaction has soared to 96% -- an astounding level in any industry and one that’s almost unheard of in the hospital business.”

Inc. Magazine, February 1999



Secured Customer Index

- The current calculation for the Secured Customer Index is the percent of people who give the highest rating on ALL THREE of the following:
 - overall satisfaction = Very Satisfied
 - Likely to go to Griffin again = Very Likely
 - Recommend Griffin = Definitely would Recommend Griffin
- All 3 of these questions must get the highest ratings for a patient to be considered "secured"



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Integrative Medicine Center

Blending conventional and naturopathic medicine

The Integrative Medicine Center at Griffin Hospital was designed to address the public's growing interest in alternative therapies while balancing the need to identify the safest and most effective treatment options available. The Integrative Medicine Center's belief is that peak health and resolution of chronic medical problems can best be achieved by identifying the most appropriate treatment from the broadest possible spectrum of evidence-supported care.

The Center offers expert, dual evaluation by conventional physicians trained in internal and preventive medicine, and naturopathic physicians with expertise in a wide array of natural, complementary and alternative therapies. The evaluation will result in treatment and referral recommendations across the full spectrum of natural and conventional care. The Center has established relationships with a comprehensive panel of practitioners from numerous alternative medicine disciplines, all of whom are fully licensed/credentialed by the State of Connecticut or within their discipline.

The Integrative Medicine Center (IMC) is the only center in the Northeast with holistic, dual conventional/naturopathic evaluation of all patients. In addition to this unique integration of care, the IMC, under the supervision of the Yale-Griffin Prevention Research Center, is conducting systematic study of clinical outcomes. This allows the IMC to continuously improve the ability to guide patients to the safest and most effective treatment. The IMC provides a unique service to patients with conditions for which conventional therapies have been unsuccessful or unsatisfactory, as well as to those who are reluctant to access conventional care, preferring natural therapies.



Medical conditions seen at the Center include a range of chronic conditions which have responded poorly to conventional care, such as back pain, headaches/migraines, and irritable bowel syndrome; women's health issues such as premenstrual syndrome and menopausal symptoms; allergies, arthritis, diabetes, fatigue, fibromyalgia and a host of other conditions too numerous to list.

The Center is staffed by both allopathic and naturopathic physicians. The staff includes David L. Katz, MD, MPH, Director of the Integrative Medicine Center. Dr. Katz is also the Director of Griffin Hospital's preventive medicine residency program. The attending physicians include Ramin Ahmadi, MD, MPH, Director of Ambulatory Medical Education and Director of the Internal Medicine Residency Program at Griffin Hospital, Sudipta Dey, MD, an attending physician at Griffin Hospital, Christine Girard-Couture, ND, who completed the nation's first hospital-based residency program for naturopathic physicians at Griffin Hospital. Dr. Girard-Couture is Clinical Professor of Obstetrics and Gynecology at the University of Bridgeport College of Naturopathic Medicine and maintains a busy private practice in Seymour, Connecticut. Jonathan Goodman, ND, who maintains a private practice in Trumbull, Connecticut. Haq Nawaz, MD, MPH, Assistant Director of the Preventive Medicine Residency Program at Griffin Hospital and Assistant Director of Research Programs for the Yale-Griffin Prevention Research Center. The staff also employs consultant H. Ron Hobbs, ND, a naturopathic physician and educator.

Programs & Services

To Heal • To Empower • To Educate

For information on any Griffin program, service, class or support group, call **Griffin InfoSource at 732-7211** seven days a week, 8 a.m. to 8 p.m.

Cardiac Rehabilitation

Childbirth Center

Cholesterol Screenings

Chores and More

Chronic Disease Management

**Community Focused Primary Care Residency
Preventive Medicine Program/Griffin Primary
Care**

Convenient Care

Health Resource Center

Heart Disease Reversal Program

Laboratory Services

Lifeline

Mammography Services

Mature Advantage

MedSource Physician Referral

Nutrition Consultations

**Comprehensive Pain & Headache Treatment
Center**

Project CoNECT

Psychiatry and Social Services

- Crisis Intervention Service
- Outpatient Psychiatric Clinic
- Chemical Dependency Partial Hospital Program and IOP
- Adult Partial Hospital Program and IOP (Intensive Outpatient Program)
- Hospital Consultation and Liaison Service
- Nursing Home Consultation Service
- Parenting Education Program

Social Services

Pulmonary Rehabilitation Program

Red Hot Mamas Program

**School Based Health Clinic/Charger Health
Center** 736-6977

Southford Medical Center 264-2211
Family Health Center 929-7331

Speakers Bureau

Comprehensive Wound Healing Center

SUPPORT GROUPS

- Alzheimer's Caregivers Support Group**
- ANSWERS**
- Arthritis Support Group**
- Bereavement Support Group**
- Cancer Support Group**
- Caregivers Support Group**
- Derby Diabetes Education Club**
- Fibromyalgia Support Group**
- Nursing Moms**
- Ostomy Support Group**
- Perinatal Bereavement Support Group**



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Pain & Headache Center

Specializing in treatment for chronic pain and headaches

Millions of Americans needlessly suffer from chronic, painful conditions which last for months, and sometimes years. The pain is disabling, affecting their lives daily.

We understand that pain affects more than just backs, necks or arms. It affects the whole person. For patients who are evaluated at the Comprehensive Pain & Headache Treatment Center at Griffin Hospital, a complete multidisciplinary approach toward treatment is emphasized. The program involves psychological assessment and support to help the patient deal with pain and establish new ways of coping with daily activities as well as work and family relationships.

Our expert physicians are skilled in all types of peripheral nerve blocks and surgical techniques for implantation of pain control devices. They utilize spinal and alternative routes of medication administering to patients with truly refractory pain syndromes. By integrating a number of other treatment modalities and medical disciplines, this program incorporates psychology, physical medicine and rehabilitation, and alternative therapies like stress reduction, yoga and meditation. These improve the effectiveness of pain treatment and offer patients the convenience of accessing comprehensive care in one facility.

The program for chronic headache management is only one of a few in Connecticut with a neurologist specially trained and dedicated to the treatment of headaches. Full neurological evaluation and specialized testing such as EEG, are available. The latest technology is used in treatments and therapies including the newest medications and alternative techniques like dietary modification, stress reduction, biofeedback and hypnosis.

An individual treatment program will be designed to meet the specific needs of each patient. Diagnostic services offered include: review of medical & surgical history, thorough musculoskeletal exam, detailed neurologic evaluation, quantitative sensory perception testing, computerized motor strength assessment, pressure and pain threshold assessment.

Treatments available include: medications, local anesthetics, nerve blocks, epidural and spinal injections, patient controlled analgesic devices, proliferative, cervical and lumbar pain mapping, cryotherapy and radiofrequency neurolysis, spinal cord and peripheral nerve stimulation, intrathecal and epidural infusions and pump implantation, psychology assessment, biofeedback & hypnosis, physical & osteopathic therapy, stress reduction, yoga and meditation.

Board of Directors

Members of our Board of Directors

Directors

John W. Betkoski, III

Patrick A. Charmel

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Allan J. Cribbins, Jr.

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Planetree, Inc.

Patient-focused model of care

*"...the ideal hospital would combine the best of spas with the best of hotels and the best of hospitals to become a truly healing environment, where just being there is healing."
Angelica Thieriot, Planetree Founder*

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The Mission of Planetree

To serve as a catalyst in the development and implementation of new models of health care which cultivate the healing of mind, body and spirit; are patient-focused, value-based, and holistic; and integrate the best of western scientific medicine with complementary healing traditions, practices and approaches.

The Planetree Model

Since its founding in 1978 as a non-profit organization, Planetree has been a pioneer in personalizing, humanizing and demystifying the healthcare experience for patients and their families. The Planetree Model is patient-focused rather than provider-focused, and is committed to improving medical care from the patient's perspective. It empowers patients and families through information and education, and encourages "healing partnerships" with care givers.

Planetree's approach is holistic and encourages healing in all dimensions - mental, emotional, spiritual and social, as well as physical. It seeks to maximize health care outcomes by integrating complementary medical therapies such as mind/body medicine, therapeutic massage, acupuncture, yoga and energy therapies like therapeutic touch and Reiki, with conventional medical therapies.

The Planetree Model recognizes the importance of architectural and environmental design in the healing process. A growing body of scientific data points to improved patient outcomes and satisfaction as a result of built environmental factors which are home-like, barrier free, support patient dignity and encourage family participation in care. Facility designs utilizing Planetree's "psychoarchitecture" principles result in life-enhancing, healing environments.

Since Planetree's purchase by Griffin Health Services in 1998, membership has blossomed with the addition of 11 additional hospitals, totaling 34 medical and outpatient facilities, and 11 health resource centers across the United States.

Recently, Planetree signed an exclusive license with FutureHealth Consultants Inc. to implement the Planetree model of care in Canada's health system, forming Planetree Canada. FutureHealth is the creation of Claude Halpin and Dr. Trevor Hancock, two experienced health sector consultants from Canada.

Delegations of health care executives and physicians from the United Kingdom, Germany, Israel and China, and from across the U.S. have visited Griffin Hospital, Mid-Columbia Medical Center and other affiliate sites to learn more about Planetree.

Interest in the Planetree Model of Care continues to grow within the health care industry, recognizing Planetree's expertise in responding to the growing consumer movement. We look forward to what the future holds for Planetree with growth nationally and internationally.

For more information on the Planetree Model of Care, contact us at 203.732.1365, or visit our website at www.planetree.org.

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Planetree at Griffin

Patient-centered model of care

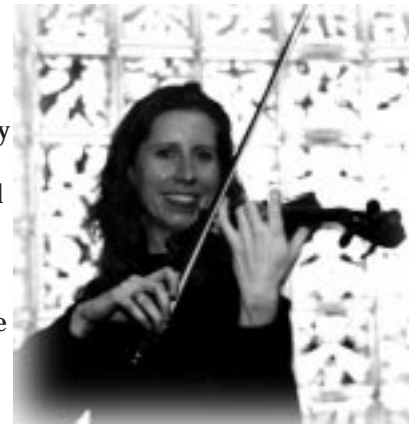
At Griffin Hospital, we subscribe to the philosophy that we can best serve patients and the community by providing the latest in medical technology in a healing, nurturing environment.

Planetree is a consumer health care organization dedicated to humanizing health care. The Planetree, or sycamore tree, is the tree under which Hippocrates, the founder of modern medicine, sat when he began teaching his medical students many centuries ago. With this same commitment to education, Planetree at Griffin Hospital was created in 1992 to support individuals who wish to learn more about health care and medicine in order to become active participants in their own care.

Begun as a prototype on the renovated East A & B patient care units, the Planetree patient-driven care philosophy was expanded hospital-wide upon completion of the North Wing in June of 1994. The North Wing is the first facility in the nation to be designed and constructed around the Planetree philosophy and remains the largest fully-Planetree facility in the nation.

The Planetree model was founded on the belief that if patients have access to information regarding their illness and hospitalization, they can become active participants in their own health. Planetree units maintain a policy allowing patients to read their own charts at any time and ask questions of their physician and nurse about what they've read. Educational materials are provided in satellite resource centers located on each unit for those who wish to learn more about their illness, diagnostic tests and medications.

To further foster education and communication, there are no "restricted zones". The traditional nurse station is replaced with an open workplace that anyone can use -- patients and families alike. The unique design of our patient units on the North Wing places the primary nurse just outside the patient's door. The Planetree model is patient-centered rather than provider focused and is committed to improving medical care from the patient's perspective. In addition to full kitchens, patient and family lounges are on each unit. One is a quiet lounge that features a saltwater aquarium and the other is a music lounge where patients and their families can enjoy the talents of the various musicians who staff the daily arts & entertainment program.



The Planetree model also incorporates complimentary therapies such as therapeutic touch, meditation, massage, acupuncture and pet therapy. Griffin's aromatherapy program uses atomizers of fresh and calming essences as well as the smell of freshly baked goods on the patient floors from volunteers in our Volunteer Baking Program.

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Women's Health

Services & Resources For Women

Following a widely attended Women's Health Forum hosted by Griffin Hospital in May of 1999, the forum attendees and community agencies, launched the Women's Health Initiative to address issues identified. Issues identified needing immediate attention are breast cancer, teen pregnancy, heart disease, depression and substance abuse. Task forces were formed for each issue with the leadership of each committee made up of a community member and a representative from Griffin Hospital. In addition, the women's services at Griffin Hospital were packaged and marketed in the Women's Health Guide to Services and Resources. This comprehensive listing was mailed to over 40,000 Valley households.

The Women's Health Initiative subcommittees have been meeting for almost a year working aggressively to implement programs that target women and/or girls on various health issues. The Breast Cancer Committee coordinated three convenient mammography screenings in October which is designated as Breast Cancer Awareness Month. These screenings were so successful that the committee has implemented a walk-in Saturday mammography screening program every second Saturday of the month. This program is coordinated with Planned Parenthood of Connecticut's Breast & Cervical Cancer Early Detection Program. This is a grant program that helps pay for the mammogram screenings for women who meet certain income criteria. As a result of the work of this committee, Griffin Hospital received two grants totalling \$52,000 to fund a Breast Cancer Center Coordinator for the new Rapid Diagnostic Breast Center, scheduled to open in May. For this new center, Griffin has replaced the existing mammography unit with digital mammography equipment and also added an additional digital unit, doubling diagnostic capability and reducing wait time for an appointment. Donations to the Griffin Hospital Development Fund have made the purchase of the new \$257,000 mammography equipment possible.

The Teenage Pregnancy Committee quickly identified that there is no program in the schools or community that deals directly with prevention. The group is working with schools and youth centers to develop a specific program to introduce in the future.

The Substance Abuse Committee has created a web page, valleyhealth.org to detail all available resources in the Valley on substance abuse issues. The group has also created flyers for teenage girls entering high schools. The group is planning seminars geared toward the elderly at Senior Centers in the Valley. The group is looking to grant funding for a Women's Resource Library.

The Heart Disease Committee is working to educate women on the fact that heart disease is the number one killer of women in the United States. Women and heart disease was featured on News Channel 8 in February. The group also worked to present a four-session holistic heart health program. The program was so successful, a second program is in the works. The committee is working with the Yale-Griffin Prevention Research Center to develop education and prevention initiatives specific to women.

The Depression Committee has organized a fact sheet detailing all the resources available for women in the Valley and has collaborated with area mental health organizations for referrals.

For information on Women's Health Initiatives, please visit www.griffinhealth.org

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Wound Healing Center

Specialized care and treatment for chronic wounds

Our philosophy of care.

Our Center's purpose is to preserve and improve human life by providing a comprehensive program of clinical wound care. We believe by proactively addressing wound care problems within a dedicated clinical center of excellence we can optimize clinical outcomes in a cost-effective manner. We believe in integrating all the appropriate medical disciplines, both within and outside the Center, through a uniform program of clinical pathways and protocols. This structured multidisciplinary approach to care enables us to determine root causes of resistance to healing and achieve resolution through an individualized patient care plan. We are committed to providing our patients optimal care with dignity and respect. Every consideration is given to accommodate patients' physical, spiritual and emotional needs as an integral part of the healing process. Wellness and prevention education are essential parts of our care plans.

Learn more about the Comprehensive Wound Healing Center...

- Understanding the problem
- Therapies and services
- Hyperbaric Oxygen Therapy



Clinical Staff.

Kenneth Dobuler, M.D., Medical Director
Diane Merkle, R.N., MSHSA, CETN, Wound Care Program Coordinator

Care team includes registered respiratory therapists and nurses specializing in hyperbaric oxygen therapy and physician consults in multiple medical & surgical specialties.

Healing a wound.

For most people, wound healing is a natural, uneventful process. For some individuals, however, it becomes a complex medical problem requiring specialized treatment and care. The Comprehensive Wound Healing Center provides a multidisciplinary program of treatment and support services for the cost-effective management of acute and chronic problem wounds. Our full continuum of care includes extensive wound assessment, treatment based on advanced medical methodologies, pain management, patient education and support services. Since problem wounds are often associated with other underlying medical conditions, our program is specifically designed to integrate wound care with on-going health care. We coordinate wound treatment plans with the patients primary care and specialty care physicians to ensure that each patient's individual needs are met.

For the full text, please visit www.griffinhealth.org

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*Many centuries ago,
Hippocrates, the
father of modern
medicine, sat
beneath a planetree
(or sycamore) and
taught his medical
students. 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 participants
in their own care.*



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Recognition

Awards, headlines and achievements

- #54 on Fortune Magazine's ranking of the 100 Best Companies to Work for in America - - the most widely recognized and respected annual ranking of its kind
- Industry leading 96% patient satisfaction ratings
- Marriott/Sodexo Service Excellence Award, Patient Satisfaction
- American Hospital Association, Vista Award
- The Center for Health Design, Health Environment Award
- New England Healthcare Assembly/Boston Society of Architects New England Healthcare Facilities Award
- Greater Valley Chamber of Commerce Chairman's Award of Distinction
- Connecticut Quality Improvement Partnership Platinum Award
- Connecticut Nurses Association Excellence in the Workplace Award
- New England Association Directors of Healthcare Volunteer Service President's Award
- Visited by more than 400 national and international healthcare facilities interested in seeing and learning about Griffin Hospital's unique environment and innovative programs
- Featured on national television, radio and in countless newspapers, trade journals and magazines including Connecticut Magazine and Inc. Magazine



Our Mission

Our Mission Statement & Values

“Griffin Hospital is committed to providing personalized, humanistic, consumer-driven health care in a healing environment, to empowering individuals to be actively involved in decisions affecting their care and well-being through access to information and education, and to providing leadership to improve the health of the community we serve.”

OUR VALUES

QUALITY AND SERVICE

- Providing access to information for patients, families and the community on the nature, diagnosis and treatment of medical conditions including the full range of traditional and non-traditional therapies.
- Facilitating patients to be informed participants in decisions affecting their care and well-being.
- Exceeding the service expectations of patients, families, physicians and other health care providers.
- Measuring, monitoring and reporting performance against service and quality standards benchmarked to the best community hospitals.

RESPECT AND DIGNITY

- Embracing patients and families as partners in the care process.
- Treating all people with compassion.
- Attending to the mind and the spirit as well as the body.
- Preserving privacy and confidentiality.
- Valuing positive relationships among members of the Griffin family and fostering an environment of mutual respect and support.

COLLABORATION

- Building and sustaining collaborative working relationships within Griffin and between Griffin, other providers and community agencies.

ENTREPRENEURSHIP AND INNOVATION

- Encouraging and recognizing performance leading to the development of “value added” programs and services and improvements in efficiency and effectiveness.

STEWARDSHIP

- Achieving high productivity by efficient use of resources including people’s time.
- Remaining true to the mission by allocating resources to purposes directly supportive of the mission.
- Being accountable for use of resources at all levels of the organization.