

Griffin Hospital

Corporate Social Responsibility

The following summary describes Griffin Hospital's Corporate Social Responsibility initiatives including philanthropic, environmental and community benefit that document Griffin Hospital's commitment and concern to the welfare of our employees and the patients we serve, community development and health, human rights, empowering people through education and information, public reporting and transparency, business ethics and providing a community benefit.

Community Benefit and Free Care

Griffin Hospital benefits the communities it serves in myriad ways, providing nearly \$823,000 in Community Health Improvement Services, subsidizing the care provided to patients covered by Medicare, Medicaid, and other public programs by approximately \$5.3 million, providing \$2 million of free care and providing health professions education at a cost of \$980,564 annually to help prepare the next generation of caregivers. In total, Griffin Hospital provides nearly \$14.2 million in community benefit.

The Griffin Hospital Development Fund

The Griffin Hospital Development Fund staff works to generate financial support for Griffin Hospital priorities by promoting mutually beneficial partnerships with corporations, foundations and other philanthropic organizations.

Partner organizations provide the Hospital financial and programmatic assistance for many patient care services and community outreach programs. The collaboration between foundations and Griffin enriches the hospital and brings to life the philanthropic priorities of the foundation. Foundations and Corporations are valued partners in assisting the Hospital to accomplish its mission.

To create effective partnerships with key companies and foundations, the Development staff collaborates with clinical staff, hospital administration and departments across the hospital. Together, they identify sources of corporate or foundation support. The Development office also provides research assistance, strategic guidance and support for proposal writing and assistance with stewardship reports.

As a non-profit organization seeking and gaining philanthropic support from community residents as well as corporations and foundations, Griffin Hospital policy limits making financial donations to other non-profits. Griffin's Board of Directors felt that this would be in conflict with the intent of the generous donors giving to Griffin to benefit the hospital and patient programs and services. Exceptions are support mentioned earlier to the Valley United Way and to the Greater Valley Chamber of Commerce and selective sponsorships of health related events and activities.

Community Service and Social Responsibility

Griffin has a history of community service and social responsibility dating back to its founding 100 years ago and of providing educational, preventive and screening programs and services. In 1970, funded by a grant from the Kellogg Foundation, Griffin established one of the first hospital Departments of Community Health in the country to focus on the health and social needs of the community it serves. Over the past ten years, Griffin's reach has been expanding into the community like never before. In addition to providing health information and services to the public at the hospital and other satellite locations, Griffin takes these activities into the communities where patients live and work. By offering a variety of support groups, training sessions, educational programs, and other community-based resources and activities, and collaborating with other non-profit organizations and government entities, Griffin has extended its mission " *to provide leadership to improve the health of the community served.*" far beyond the hospital's walls to improve the health and quality of life of people of all ages. This is consistent with one of the Planetree model's ten components "Healthy Communities – working with schools, senior centers, churches and other community partners, hospitals are redefining healthcare to include the health and wellness of the larger community".

Strategic Initiative

Griffin's Board of Directors and Senior Management are in the process of developing Griffin Hospital's Strategic Plan for the 2010 – 2012 period. The current Strategic Plan includes an initiative related to transparency with work being done by management for increased public reporting on the Griffin web site. The Strategic Affairs Committee of the Board has undertaken the task of broadening that initiative to one of Corporate Social Responsibility in the new Strategic Plan.

At the Strategic Planning Board Retreat held on July 1, 2009, a section was dedicated to Corporate Social Responsibility. Dr. Lucille Pilling who teaches graduate courses in corporate social responsibility (CSR) and global health policy and management at New York University made a presentation about CSR. Dr. Pilling's involvement with CSR began on the nonprofit side negotiating public private partnerships to improve public health. The intent of her presentation and discussion that followed was to engage with the Board and hospital leadership on the subject of CSR, both in a global sense as well as specifically for a non-profit health care organization. Interest was expressed by retreat attendees in developing more specifics and an action plan for consideration which will be the responsibility of the Strategic Affairs Committee. There is interest in the Griffin initiative being a model for the Planetree organization and its member hospitals.

The following set of Corporate Social Responsibility Goals has been proposed for inclusion in the final strategic plan.

- **Corporate Social Responsibility Committee** – Formalize the structure and expand membership of the Griffin Hospital Green Initiative to encompass Corporate Social Responsibility. Committee will be charged with development of a Mission Statement, an inventory of current eco-friendly green initiatives and development of annual goals which

will include Green Initiatives that will lower the hospital's environmental impact through sustainable use of the earth's resources without increasing operating cost.

- Community Health Needs Assessment – Conduct a community health needs assessment and adopt a strategy to meet community health needs identified in the assessment. The assessment will include input from a broadly diverse cross section of the community the hospital serves. Post the assessment on the Corporate Social Responsibility section of the hospital's web site. This will expand the commitment of the Griffin PRC to produce a bi-annual Community Health Profile and the new initiative "ValleyCares" which expand the indicators beyond health.
- Childhood Obesity Initiative – Develop a Valley-wide, school based, childhood obesity program to reduce the prevalence of obesity in students 6 to 16 years old. Approach will focus on education, increased availability of healthy cafeteria foods and increased physical activities. The program will promote use of Stew Leonard's "The Healthy Way" to teach young children how to incorporate healthy eating and activity in a fun and engaging way; "Nutrition Detectives" – teaching kids to make healthy food choices; "ABC for Fitness" – Activity Bursts in the Classroom and use of the NuVal food scoring system to help food preparers to develop healthy menus and the posting of NuVal scores on cafeteria menu choices.
- Adopt the Food Banks - Commit to an annual year long program to support the local food banks including the Spooner House by conducting regular food drives and developing other hospital and community initiatives that result in supplying food to the food banks.
- CSR Reporting - Develop corporate social responsibility/community benefit section on Griffin web site
- Transparency – Enhance Griffin Hospital Performance Indicators Section on web site to include additional quality, patient safety and financial indicators

Corporate Integrity

Sarbanes- Oxley

The intent behind the Sarbanes-Oxley Act of 2002 ("Sarbanes-Oxley") was to enhance the integrity of senior management, ensure accurate financial reporting, measure the effectiveness of internal controls, and require a heightened degree of oversight by the Board of Directors. Though not-for-profit hospitals are not legally required to follow the Sarbanes-Oxley mandates, Griffin Hospital is committed to the high ethical standards embodied by the Act as articulated in Griffin Hospital's Code of Corporate Conduct.

The Hospital, through the Audit/Finance Committee of the Board of Directors, has adopted certain of the Sarbanes-Oxley principles as they were deemed to be relevant to not-for-profit organizations such as the Hospital. The CEO, CFO, and Controller sign the monthly financial statements indicating review and concurrence with the presentation. In addition, the Audit/Finance Committee meets in executive session with the external auditors and most recently have assumed the function of reviewing and approving the audit scope and engagement letter. Management and the Board are committed to continual review and adoption of Sarbanes-Oxley and other relevant standards.

During the past year, with the guidance of a consultant, hospital directors performed a number of functional audits including a review of the hospital purchasing, accounts payable, and payroll departments, as well as the cash receipts function of the general receipts and Griffin Hospital Development Fund. The process for insuring proper classification of insurance claims was also completed. The hospital is currently completing the process to audit the cash receipt process for the Griffin Faculty Practice Plan and the purchasing process of the Griffin Pharmacy department. All audits revealed that hospital procedures are being followed and appropriate.

Corporate Compliance Program

The hospital developed and implemented a Corporate Compliance Program in 1996. Compliance efforts are designed to facilitate the prevention, detection, and resolution of instances of conduct that do not conform to federal and state law and federal, state, and private payer healthcare requirements, as well as the Hospital's ethical and business policies. The components of the Hospital's compliance program include oversight, development of policies and procedures, education and training, communication, and enforcement. The Corporate Compliance Program maintains a hotline as a reporting mechanism for employees to communicate questions and concerns and is designed to protect the anonymity of callers.

The Hospital is committed to maintaining compliance with state and federal laws and regulations that govern its operations. The Hospital fosters an organizational culture that promotes and enables the achievement of compliance with these legal requirements. To further its commitment to compliance, the Hospital has developed a formal program to ensure its compliance with applicable laws and regulatory requirements.

A Compliance Officer, the Vice President - Legal Affairs, oversees the development and implementation of the Compliance Program and reports directly to the President and Chief Executive Officer and the Board of Trustees on a regular basis.

Department of Community Outreach and Parish Nursing

The hospital established the Department of Community Outreach and Parish Nursing to fulfill its healthy community mission and goals. Through this department, Griffin Hospital sponsors and provides operational leadership for the Valley Parish Nurse Program (VPNP), one of the largest parish nurse initiatives in the country. Parish nurses are persons of faith who are experienced registered nurses, and who have received special education in holistic health care. They have skills in teaching and health counseling as well as knowledge of community resources. The parish nurse promotes wellness within the congregation, enhances the church's outreach ministry, and strengthens the awareness of the connection between faith and health.

Started by Griffin Hospital in 1990 with five churches, the program continues to grow, now with thirty-five churches, with an aggregate population of over 35,000 parishioners, in Griffin's six town service area, population 105,000. While services are provided to a cross-section of the population, the primary focus of outreach efforts are to the underserved, minority, low income populations. Griffin coordinates the program out of its Department of Community Outreach and Parish Nursing. The department has 5 employees who support the 75 volunteer parish nurses and 320 volunteers who serve on the Healthcare Cabinets of the churches. The department's

annual operating budget is enriched by six grants totaling \$70,850 from government and private funders.

The Mobile Health Resource Center, a 31 foot custom built Winnebago was purchased at a cost of \$190,000 with grant funds from five benefactors. The new Resource Center replaced an earlier six year old vehicle. The Center visited 1,125 sites in fiscal year 2009 including senior centers, shopping centers, neighborhoods, companies and community events and fairs. It is a state of the art vehicle with significantly increased features and capabilities including external and internal televisions, a sink and refrigerator for health screening procedures, a computer work station and laptop with wireless Internet access and external graphics highlighting the Derby public Riverwalk. The Mobile Health Resource Center focuses on preventive health services and providing health education and screening services to neighborhoods, community events, health fairs, shopping centers and businesses/companies. It offers health education using the Internet, computer software programs and an array of health related books, publications and audio and videotapes. It is equipped with cholesterol, osteoporosis, diabetes and blood pressure screening equipment as well as a television and VCR.

In fiscal year 2009, the Department of Community Outreach and the Valley Parish Nurse Program served 41,434 people. Services included 9,480 screenings, 14,895 referrals to needed services, 1,790 educational programs and 3,609 people trained in CPR. The program also placed 3 additional AED's (Automated External Defibrillators) at community sites bringing the total number of AED's placed at community sites to 65. The Town of Seymour, a recipient of five AED's from the program was designated as the first "Heart Safe Community" in the region.

The Valley Parish Nurse Program participated in the first annual "Take a Stand Day 08" at Seymour High School a program designed to take proactive steps in saving lives and combating drinking and driving. Griffin and the Valley Parish Nurse Program again supported and participated in the program in 2009. For eight years in a row a student at Seymour High School had died an accidental death just before graduation prompting a number of initiatives to reverse what had become a terrible history. Seymour High School officials sent a letter of appreciation to the hospital.

Starting four years ago Griffin Hospital through its Department of Community Outreach and Parish Nursing, joined with Ansonia Community Action, the non-profit agency providing services to the African American community, for an outreach program to provide free cholesterol, diabetes, and hypertension screening and health education for people who are 60 and older. The past two years the hospital sponsored a health fair for the African American community attended by more than 700 adults and children.

In March 2005 the Valley Parish Nurse Program took on a new role and assignment with the establishment of The Greater Naugatuck Valley Safe Kids Chapter. Several years of inactivity by a former regional Safe Kids Coalition prompted the Connecticut Safe Kids Coalition to approach a number of community health and human service organizations in search of a new host. All suggested the Valley Parish Nurse Program because of its reputation, the leadership of Director of Community Outreach and Parish Nursing Daun Barrett, R.N., her passion for improving the health and quality of life of residents of the communities served and its history of

conducting programs that focused on injury prevention and education of the youth of the Valley. In fiscal year 2009, the Valley Parish Nurse Program provided and fitted 649 bike helmets, provided and installed 104 infant/booster car seats and processed 1,642 children through the CHIP (Childhood Identification Program). The CHIP program provides families with free identification kits for their children, including fingerprinting, dental impressions and a video interview. The fair also features health, wellness and safety displays and a variety of educational materials.

The program has provided 17,000 substance abuse calendars to school students over five years with art created by elementary school children. The Valley Parish Nurse Program uses the calendars as part of a student education program. Excerpts from a parent letter demonstrate the value of the program.

I wanted to share with you a story about the Calendar Program conducted by your staff. My daughter is a 3rd grade student and has cystic fibrosis. She has to take several pills a day to manage her condition. Recently she asked if her specialist had changed her medication. She told me that the pill didn't look right. It was larger and the number on it was "30" instead of "15". She knew that it wasn't right. The pharmacist had filled the bottle with the wrong dosage. She told me that the first thing that popped in her head was the class at school about pills and how you should never take something that's not right. Your program saved my daughter from being very sick. I can't thank you enough for sponsoring this program and your staff for getting this message out to children. You really are making a difference.

In September 2009, Griffin Hospital, the Valley Parish Nurse Program and the Boys and Girls Club sponsored the 8th annual Children's Health and Safety Fair. Activities included carnival games, Moon Bouncer, face painting, a magic show, fire engines, smoke house and rescue vehicles. Health, wellness and safety displays and activities included the Stew Leonards "WOW the Cow" and car and booster seat awareness. Free bike helmets were provided to the first 450 children.

In May 2009, Griffin Hospital, the Valley Parish Nurse Program, the Valley N.A.A.C.P., the Valley Y.M.C.A., the City of Ansonia and the Community Foundation of Greater New Haven sponsored the 4th Annual Community Health and Safety Fair for children and their parents; over 700 attended. Events included fitting free bike helmets for 250 children, a bike rodeo and care seat checks and installations. Youngsters took part in the CHIPS (Childhood Identification Program).

In 2009, the VPNP partnered with the Seymour Public Schools system to obtain a grant through the Traffic Safety Program to improve student safety around the town's elementary schools. Through the grant 21 traffic safety signs, reflective poles, pedestrian crosswalk stands and highly visible raincoats for crossing guards were purchased. The Director of Security for the school system sent a letter of appreciation to President Charmel.

The Department of Community Outreach and Parish Nursing has received numerous community awards and its Director, Daun Barrett has been honored with the NAACP Freedom Fund Award,

the Greater Valley Chamber of Commerce Gold Seal Award, the Healthcare Chaplaincy Wholeness of Life Award and the Planetree Spirit of Caring Award.

AED Placement at Public Sites

The Griffin Hospital Valley Parish Nurse Program coordinated obtaining funding for the purchase of Automated External Defibrillators (AED's) and has placed 65 AED's at public non-profit Public Access Defibrillator site in the community. Griffin Hospital also placed six AED's in public and work areas including the main lobby and the cafeteria. AED's are user friendly, heart shocking devices that can be used by anyone to treat someone suffering an emergency cardiac arrest.

Food Donation

On behalf of its employees, Griffin Hospital made a donation of 1,649 cases of food valued at more than \$25,000 to the community's food bank and homeless shelter in April 2009. Employees voiced support for the initiative using funds that would normally be allocated for employee recognition gifts. The tractor trailer delivery truck was greeted by about 60 Griffin employees wearing special Griffin Centennial T-Shirts who rolled up their sleeves and worked side by side with the food bank volunteers to complete the distribution and loading of the food bank vehicles in two hours.(Additional information in Q.8.1)

Support Groups

As part of Griffin's holistic, community-based approach to healthcare, the hospital devotes significant time and attention to support groups. The caring and sharing of support groups have been shown to play an important role in maintaining wellness by helping patients and their families deal with a chronic illness or other health-related conditions. The positive interaction, including hearing the experiences of other people, is a central part of changing attitudes and behavior. The newest information in treatment or coping can be shared. Often, group members express relief that they have found others who understand, through personal experience, and who care. Fears and doubts can be openly expressed, and peer support can be an invaluable aid.

Among the support groups offered at Griffin Hospital are those for bereavement, breast cancer and other forms of cancer, diabetes, fibromyalgia, nursing mothers, sleep apnea, multiple sclerosis, and heart disease. A special two part program is offered in November and December on "Coping with Grief During the Holidays each year. Each support group is chaired by a healthcare professional specializing in that area of care.

Griffin Hospital Health Resource Center

In addition to providing a large array of services in the community, Griffin also makes extensive healthcare resources available to the public in-house. The hospital's Health Resource Center, which houses one of the largest collections of consumer health information in the country, has nearly 15,000 users each year. The HRC is an easy-to-use, comprehensive, and up-to-date source of medical information, much of which is not easily available in other community

libraries. Staff assists visitors in researching medical conditions and in performing Web searches on a large number of medical topics. The HRC is a component of the Planetree care model and a commitment of Planetree hospitals, including Griffin, to empower people by providing information and education

The HRC is integrated into Griffin's extensive medical library, which is used primarily by physicians and other healthcare professionals, but is also open to laypersons seeking more in-depth medical information. The HRC staff can also access computer databases that provide comprehensive indexing and abstracts for health-related periodicals, and journals. The HRC also has multiple private databases not available on the Internet, and has added MD Consult and Nursing Consult, leading sources of online healthcare information, with resources available in Spanish and other languages.

At present, the HRC has access to the following online databases, which are available through paid subscriptions. These numbers include periodical titles only.

From EBSCO Publishing:

CINAHL database includes 2,928 indexed periodical titles. Included in that number, the Nursing and Allied Health database provides indexing, abstracting and full-text for 1,000 periodical titles.

From MD Consult & Nursing Consult:

MD Consult and Nursing Consult databases provide indexing, abstracting, and full-text for 123 periodical titles. Also, MD Consult provides search capability for the Medline database, which contains millions of abstracts.

In addition to periodicals, MD Consult provides over 10,000 patient education handouts, 30% of these are available in Spanish.

The HRC also features a children's section with a variety of health-oriented books, a special section on bereavement issues, audio cassette programs, videos and a private video viewing room.

The Health Resource Center is an especially important community service for low income residents who may have limited or no home access to computers, and is a significant resource for area students researching health topics for school. The HRC offers free library cards, distributing more than 9,000 in the community since it opened in 1995, and has two satellite resource centers located adjacent to patient care areas available for patient and visitor use as well as two additional resource centers, one located at the Center for Cancer Care and one located at the Griffin Hospital Imaging and Diagnostic Center at Ivy Brook.

Mini Med School

As part of its commitment of health education and community health empowerment, Griffin Hospital offers spring and fall sessions of its 10-week Mini Med School program every year. The free sessions are typically attended by more than 80 community residents, and feature a robust curriculum and lectures by more than a dozen members of the hospital's medical staff that serve as faculty. Griffin added an 8-week advanced Mini Med School session this spring, which

was attended by 60 Mini Med School “graduates” and featured case presentations by specialists, similar in format to those given to actual medical students. Feedback from this initial advanced session was overwhelmingly positive. An example follows:

Dr. Nussbaum,

My wife and I just want to say “Thank You” for running the Advanced Mini Medical School Program at Griffin. The diploma we received last night will complement our “doctorates” and help us in our perspective positions. My wife, Judy, is an Electron Microscopist at Yale in Michael Kashgarian's lab and I teach Biochemistry to students in the Physician Assistant Program at Quinnipiac. Thank you once again.

John and Judith Mitnick

Yale-Griffin Prevention Research Center

Established in 1998, the Yale-Griffin Prevention Research Center (PRC) is a collaboration between Yale University and Griffin Hospital. One of only 33 such centers across the country, Griffin’s is the only one based at a hospital. Funded by the federal Centers for Disease Control and Prevention, the National Institutes of Health, foundations, and private industry, the PRC’s research portfolio is diverse, with the emphasis on community-based issues. Its many areas of focus are nutrition, preventive cardiology, and physical activity. It also conducted research on complementary and alternative medicine (CAM), chronic disease management and obesity prevention.

Yale – Griffin PRC Community Health Profile

The Yale-Griffin PRC produces a bi-annual Community Health Profile for the six town region served by Griffin Hospital. The profile reports disease specific mortality rates and other health and social indicator data and compares them to state rates. The report is widely used by Valley Council of Health and Human Service organizations to identify needs and develop interventions. It is also used by non-profits and government entities as justification in grant applications. The Yale-Griffin PRC began producing a similar report for the cities of New Haven and Hartford and was asked by the Pomperaug Health District to produce a similar report for the towns in their service area, which includes Southbury, Oxford and Woodbury, Connecticut. The PRC does not charge for the reports.

Performing studies and collecting data is part of the PRC’s mission. The other part is working closely with communities, using the results of prevention research to inform and empower local residents. At Griffin, we believe that for health research to succeed, you need both to be able to make a difference in the community and to measure the difference you make. The Prevention Research Center excels in both areas, creating a powerful formula for positive change for the development of the profiles.

Valley CARES – Community Assessment, Research & Education for Solutions

Griffin Hospital and the Yale-Griffin Prevention Research Center are supporting a collaborative initiative “Valley CARES”, a community assessment and planning effort sponsored by the Valley Council of Health and Human Service Organizations. The Council recognized the need to develop and on-going system for accessing information about quality of life in the Valley community. Valley CARES includes two main goals: To improve the local capacity to track information about key quality of life indicators so that Valley residents, organizations, and stakeholders have on-going access to information about community strengths and challenges; and to disseminate information about Valley quality of life broadly within the community and engage community members in analyzing assessment findings and planning solutions to identified community challenges.

The Yale- Griffin Prevention Research Center, which is a Council member agency along with Griffin Hospital, with extensive experience in compiling the Valley Community Health Profile, has expanded its research to include information on indicators beyond health. The Council also contracted a survey research firm to conduct a community survey to obtain information about resident views. The topics to be covered in the Valley CARES community assessment report include:

- Creating a Community Context that allows Residents to Thrive (Employment & Economic Indicators, Housing, Transportation)
- Providing Education and Training for Life Long Success
- Preserving the Natural Environment
- Ensuring Resident Safety
- Promoting Social and Emotional Well Being
- Advancing Community Health
- Offering Arts, Culture, and Recreation
- Fostering Community Harmony and Engagement

Yale – Griffin PRC Nutrition Detectives Program

In an attempt to help curb the incidence of childhood obesity, Dr. David Katz, Director of the Yale-Griffin Prevention Research Center provided complimentary copies of the Nutrition Detectives DVD to all school district Superintendents in Connecticut. Nutrition Detectives is a 90-minute, nutrition program designed for elementary school aged children. Dr. Katz developed the program to help address the growing epidemic of obesity in children. Through a new DVD format children are taken into a “magical classroom”. Through special effects and simulation six students in the “magical classroom” are converted into “certified” nutrition detectives. The DVD takes the viewing audience on a health promoting journey. The DVD teaches valuable lessons about the importance of eating well, with an emphasis on practical skills needed to identify and choose nutritious foods. The program teaches children to be “clued in” to health, and gives them 5 essential clues a “nutrition detective” needs to get right to the truth about nutrition on any food packages; see past deceptive marketing claims; distinguish whole grain foods from refined grains; and recognize the importance of eating natural whole foods such as fruits and vegetables.

The program previously in print form is being taught in schools throughout the country and data are currently being collected in a 3 –year controlled evaluation of the health effects of the program in 13 elementary schools in Independence, Missouri.

School-Based Health Center

From its inception more than a decade ago, Griffin Hospital personnel, the Ansonia Board of Education, and Ansonia High School staff worked collaboratively to create the Charger Health Clinic to provide comprehensive physical and mental health services to the school’s students.

The Clinic, which is licensed by the Connecticut Department of Public Health, is staffed by an APRN and a LCSW who provide a multidisciplinary approach to adolescent healthcare. All students, especially the un- or under-insured, can access medical care onsite in a timely fashion. Working side-by-side, hospital medical staff and school staff have devised a seamless and holistic approach to medical services. As a result, students are able to stay in school to pursue their education and to receive treatment for various physical, mental, and/or emotional problems.

The team of health professionals provides services to prevent and reduce high risk behaviors, assess and treat acute and chronic illnesses, and provide health education. The Clinic has more than 900 student visits each year. Charger Health Clinic enrollment in 2009 is 617 students, 85% of the total school enrollment of 719. Outcomes include money saved by preventing hospitalizations and Emergency Department visits for children with asthma, increased access to mental healthcare for children, and greater overall access to preventive care.

Healthy Beginnings – Return Visit Program

In response to shorter lengths of stay for new mothers and babies mandated by government and commercial payers and concern about their health and well being as a result of the short stays, Griffin’s Childbirth Center nurses proposed establishment of a post discharge free return visit program. On discharge new mothers and babies are given an appointment to return in 72-96 hours after discharge for an examination by the same nurses that care for them during their hospitalization. Almost 90% of mothers and babies return often accompanied by the father making it a family event. Problems from lactation issues, bleeding, jaundice and others are identified in 20-30% of mothers and babies with education, care and referral to other practitioners of services provided. The nurses volunteered to take on the responsibility for the program as part of their job duties with no additional compensation. The award-winning program has been in place since 1996 and has been adopted by many hospitals across the country.

Go Green Initiative

Griffin’s Patient Centered Care Council in 2009 undertook a number of initiatives to promote social responsibility to the community. Among them was the “Griffin Goes Green” program to increase the hospital’s use of disposable material while also increasing awareness about the need to recycle. Several staff members from different departments were designated “Green Champions.” One of the first things the group did was coordinate with the hospital’s Dining

Services department to reduce the number of disposable cups used by employees purchasing coffee, tea, and other beverages. The Go Green Team sold mugs and water bottles that staff could use in place of disposable cups. The cost to employees for the mugs and water bottles was offset by price reductions negotiated with the Dining Services department to refill them. This program was a win-win for everyone. Employees who purchased mugs and water bottles are able to spend less for beverages. The hospital has also been able to reduce its costs by reducing the quantity of disposable cups purchased. As a result, less waste is produced which ultimately benefits the environment. Recycle bins were made more accessible in the dining room with the recyclables donated to area high schools to help with their fundraising. The Go Green Team continues to explore other initiatives.

Griffin Hospital Senior Meals Choice Program

In partnership with TEAM Inc. the community's anti-poverty agency the Griffin Hospital "Seniors Meals Choice" nutrition program is available to individuals 60 years of age or older, or the spouse of an eligible individual, regardless of age. The program offers tasty full course meals at the Griffin Hospital Dining Center. Participation in the program continues to grow. In fiscal year 2009 there were a total of 1,087 participants or an average of 91 per month. For the first six months of 2010 we have had 1,045 participants for an average of 174 per month. Seniors are thrilled with the nutritionally balanced selections available and although most contribute the three dollars as suggested there is a small percentage who contributes less. Contributions are reinvested in the program to supplement and expand nutrition services. Meals are available Tuesday and Wednesday nights and Thursday lunch,

Transparency, Public Reporting, Community Involvement

Griffin provided industry leadership in 2004 when it enhanced its website www.griffinhealth.org to include a Performance Indicators section that discloses a number of quality indicators most of which were not previously available to the public. The information includes quality, patient satisfaction, accreditation and operating performance information. Few hospitals in the country have moved to include this type of information on their website. The demand for public accountability on patient safety and clinical quality has enabled consumers to compare the performance of hospitals on a number of indicators and, over time, will influence how individual hospitals are viewed and will become the basis of consumer selection. The information on the website takes Griffin Hospital's Planetree, patient-centered approach of empowering patients through access to medical and health information to the next level. It is consistent with our commitment to provide information that empowers the public and patients. The information included in the Performance Indicators section is updated and added to on a regular basis.

Community Advisory Committee

In 2009, Griffin Hospital formed a Community Advisory Council to engage the community and get meaningful feedback about the hospital's services. Throughout its history, Griffin's most innovative programs have been developed using insights gleaned from patients and family member focus groups. The Community Advisory Council was a natural next step for Griffin as a

way to solicit the patient's perspective of care, programs and services and to identify community needs on an ongoing basis.

Volunteer Services Department

While Griffin Hospital's volunteer force of 454 community residents is an essential to vital Griffin's ability to provide personalized services that create an exceptional patient experience for patients and their families, the Volunteer Program also provides a social experience that the volunteers enjoy and fondly look forward to. Volunteers receive free meals on days they work. They bond together and with staff in the departments where they provide support. They are invited to and participate in hospital activities including celebrations and recognition events. Attendance at the annual Volunteer Service Award Dinner held at a catering facility is very high.

Founding the Valley Council of Health and Human Service Organizations

Griffin was also the leader in establishing The Valley Council of Health and Human Service Organizations which has become a model for many other communities. The Valley Council is a cooperative venture linking approximately 50 non-profit health & human service providers throughout the Valley. Its mission is to identify, plan, implement, and coordinate a comprehensive system of human service delivery and to advocate for community-wide and culturally diverse planning approaches in the larger Valley community. Decision makers from each of the active members meet monthly. The Council's objectives are to: 1. Engage in periodic assessment and identification of local service needs, including client input. 2. Collaboratively evaluate current services, identify gaps, and strategize on how to fill gaps in services. 3. Serve as the primary planning and coordinating body for the regions' service provision system. 4. Provide a place for support and networking among the Valley human services community. 5. Advocate for the needs of local residents and for resources to meet those needs on a local, state, and federal level. 6. Seek to develop partnerships with other community systems (i.e. schools, businesses, state and local governments, public safety) to enhance service delivery. Griffin remains an active member of the Council. Not only is Griffin Hospital a continuing member, the Valley Parish Nurse Program and the Yale-Griffin Prevention Research Center also are members.

Healthy Valley Healthy Community Project

Griffin Hospital was one of the founders of Healthy Valley and was the only corporate funding sponsor. Healthy Valley, launched in 1994, was Connecticut's first healthy community project and received recognition and awards as a model for other communities across the country. During its development it was a grassroots initiative involving over 200 stakeholders. The Community's goal was to use research, quantitative data and a broad-based visioning and participatory process to identify and gain consensus on priority community needs and problems and identify resources to address them. The goal of the Healthy Valley project is to improve the health and quality of life of residents by making the Valley a better place in which to live, work, shop and enjoy life. Griffin's leadership and employees were active members of the organization's stakeholder group. Griffin Vice President Bill Powanda, chair of the Healthy Valley steering committee was invited to present at the Presidents' Summit for America's Future

and the Hofstra University conference on the Presidency of George H. W. Bush. Healthy Valley was designated “A Point of Light” by President Bush.

The Healthy Valley research identified that colon cancer, breast cancer and prostate cancer deaths were significantly higher than the state average as a result of low rates of screening and primary care access. Griffin initiated and continues a series of initiatives involving multiple community organizations and agencies to increase screening rates. The Health Valley Project continues today.

All – America City Award

Griffin Vice President Bill Powanda led a community-wide effort that resulted in the seven town Lower Naugatuck Valley region being named an All- America City by the National Civic League in 2000 gaining national recognition of the capacity and community building effort of multiple organizations and people. A team of 75 Valley residents (including seven Griffin employees) traveled to Kentucky to make a presentation at the competition. Judges praised the community for partnerships, teamwork and innovation in selecting the Valley for the award. More than \$40,000 was raised to support travel to Kentucky. Griffin Hospital was one of the corporate sponsors. A community-wide celebration was held attended by more than 500 people including Federal and state legislators, local officials, community leaders and residents.

Response to Natural Disasters and Community Needs

More than 20 Connecticut doctors, nurses and interpreters quickly responded to the needs related to the earthquake in Haiti in March 2010. The medical team included doctors from St. Francis Hospital and Medical Center, Griffin Hospital, and Manchester Memorial Hospital, and doctors with expertise in disaster relief and prosthetics. They set up a triage, medical care and surgery unit at Central Hospital de Pernier in Port-au-Prince.

Hurricane Katrina’s trail of devastation throughout the Gulf Coast spurred the employees of Griffin Hospital to action. Led by the efforts of a Distribution Department employee, the Griffin Hospital Development Fund raised money to assist with relief efforts. A total of \$4,126 was raised from 89 donors and sent to “The Care Fund” established by the state hospital associations in Alabama, Louisiana and Mississippi to assist hospital staff and their families devastated by the hurricane to rebuild their lives. The immediacy with which Griffin staff stepped forward wanting to help speaks to the humanitarian spirit that permeates throughout the Griffin Hospital Family.

Director of Community Outreach and Parish Nursing Daun Barrett, R.N., volunteered for Hurricane Katrina Disaster Relief and became the American Red Cross Nursing Coordinator for disaster relief efforts in Mississippi, Alabama and Florida. Daun spent three weeks in the three state area.

Through a partnership of the Valley Council of Health and Human Service Organizations, the Greater Valley Chamber of Commerce, Griffin Hospital and the Valley Needs and Opportunities project, a task force of the leaders of several community organizations met to identify and develop a plan to assist Hurricane Katrina evacuees who have relocated to the Valley.

The task force identified 8 families with a total of 15 individuals who were being housed in the Valley. TEAM Inc. assigned a case worker to work with the evacuees and serve as their advocate to identify specific needs they may have and connect them with both government and non-governmental resources. The resources included: housing and household items, employment, financial assistance and health care services.

In October 2005, Pakistan was struck with the worst natural disaster in its history. The earthquake devastated the nation's hospitals and healthcare system with over 40,000 dead and more injured. Led by Dr. Haq Nawaz, the Director of Griffin's Medical Education Program, a Griffin team of doctors and health professionals soon departed for Pakistan. Travel and other expenses were supported solely by contributions from members of the Griffin Family to the Griffin Hospital Development Fund. Contributions from 74 individuals totaled \$16,029. In May 2005 five Griffin employees embarked on a two week mission to East Timor to provide medical services to those in need. East Timor at the time was in civil turmoil and the mission proved to be extremely dangerous.

As part of the unique design of the Internal Medicine/Preventive Medicine Medical Education Residency Program, medical residents are encouraged to complete rotations and research projects that focus on community based health, public health and health as a social justice and human rights issue. Projects are completed in the hospital's primary service area, as well as at the state, national, and international level. Members of Griffin Hospital's medical staff and its residents have been actively involved in a number of outreach initiatives and projects over the past several years both in the community and internationally. The projects have included health missions to East Timor, Guyana, Nicaragua, Peru and Sri Lanka. Seven Griffin physicians and public health professionals went to Sri Lanka directly after the devastating Tsunami hit and killed more than 40,000 people. The team treated over 1,200 survivors mostly who suffered from respiratory tract infections, as a result of exposure and living in close quarters.

In June 2006 as a result of a newspaper story, Griffin's leadership became aware of the story of Violet Blake, a 16 year old Derby resident. Violet Blake is deaf as a result of a genetic condition that also affects her mother, sister and brother. Violet attends a special high school in Washington D.C. via the Internet. She applied to attend a prestigious Deaf Youth Leadership Camp in Portland, Oregon and was wait-listed. At the last moment she was notified by the National Association for the Deaf that she was awarded one of the 64 spots at the conference, but that her registration, which included a \$1,250 fee had to be paid in three days or the spot would be awarded to someone else. She had the plane fare, but had been denied assistance for the registration fee by community agencies that support the needs of organizations, but not of individuals. Griffin's administrative staff immediately committed that they would personally donate the \$1,250 to cover the registration fee. All members of the administrative staff made donations and a check was presented to Violet Blake in time to complete her registration.

On July 9th Violet Blake wrote a thank you note that said: *"I want to thank you from the bottom of my heart for your kindness. I can't explain how much this means to me for you to donate a full sponsorship for my camp fee. You helped me make my dream come true. At the beginning I had little money which was frustrating because I could not say I was definitely going to the*

Youth Leadership Camp. But then you changed everything. You are one of many people who proved to me that anything is truly possible. I have to admit I thought I would never have the opportunity to go to the Youth Leadership Camp but because of your compassion, I have the chance to experience one of the greatest camps alive. Good karma will come to you because you believed in helping somebody you hardly knew. You made a difference in my life, thank you!
Yours truly, Violet Blake.

Valley United Way Support

As part of its Centennial Celebration Griffin Hospital hosted the annual Valley United Way Campaign Kick-off attended by close to 300 people and assumed a leadership gift role. The Valley United Way provides funding to twenty-four community non-profit agencies. Griffin employees provided a leadership gift of \$28,300 to the 2009-2010 campaign.

Community Involvement

Many Griffin employees are individually involved in philanthropic causes in support of local health and human service organizations. Griffin and management members participate in fundraisers and community events for other organizations and causes. A few examples are: The annual Women Making a Difference in the Valley luncheon, with proceeds going to provide funding for mammograms for uninsured or underinsured women. "The Go Red for Women" luncheon awareness builder and fundraiser to empower women to love and save their hearts through lifestyle choices and actions. Proceeds go to the American Heart Association and Griffin Hospital's Women and Heart Disease Fund.

A new Griffin Hospital initiative will be a program to capture and publicize the efforts of Griffin employees in helping their fellow citizens. A small sampling of Community Involvement follows:

- President Patrick Charmel is Chairman of the Board of the Greater Valley Chamber of Commerce. Charmel is Chair of the Board of Governors of the Quinnipiac University Alumni Association and a University Trustee. He is Immediate Past Chairman of the Board of Directors of the Connecticut Hospital Association and is a member of the Board of Directors of Qualidigm, a CMS contracted quality improvement organization. He participates in numerous fund raising events for community non-profits.
- Vice President Bill Powanda is a member of the Valley Advisory Committee of the Community Foundation for Greater New Haven. He is on the Planning Committee for the Valley Council of Health and Human Service Organizations. He is on the Planning Committee for the Pomperaug Health District Indicators Project and he is a member of the Board of Directors of the WorkPlace, Southwest Connecticut's Regional workforce Development Board.
- Vice President Legal Affairs Edward Berns is Chairman of the Israel Affairs Committee of Temple Beth Sholom, Hamden, CT, a Board position and also holds an appointment as Magistrate by the State of Connecticut Judicial Department.

- Director of Community Outreach and Parish Nursing Daun Barrett's community involvement far exceeds the responsibilities of her job. She is a board member for the Spooner Homeless Shelter. She served for five years as a member of the advisory committee of the Katharine Matthies Foundation that annually makes grants in excess of \$800,000 to community non-profits. She serves her church, Great Hill Methodist Church as a volunteer parish nurse. She is a member of the Advisory Board of the Valley Substance Abuse Action Council.
- Physical Therapy Supervisor Mary Ellen Price is secretary of the Board of Directors to the Valley YMCA and chair of the Membership/Programming committee. She also volunteers for the Festival of Arts and Ideas in New Haven.
- Kathleen Martin, Vice President Quality and Care Improvement has voluntarily facilitated a community support group weekly for Cancer Survivors for 23 years. She is also on the Quality Board of Connecticut Hospital Association.
- Rita Crana, Social Service Coordinator, serves on the Executive Board of TEAM, the Community Action Agency of the Valley and is also a member of the Connecticut Association of School Based Health Centers.
- Lisa Bisson, Sales Associate, Occupational Medicine is Brownie Troop Leader at Booth Hill School, lifetime member of Girl Scouts USA, Booth Hill School Coordinator for Junior Achievement, Valley United Way Cabinet Member, Valley Chamber of Commerce Ambassador, Committee member for Relay for Life and a Corporator for Birmingham Group Services

Other Initiatives

Other special initiatives Griffin Hospital engages in include:

- Leadership and participation in the Valley YMCA's Corporate Cup Competition
- Hosting the annual Cancer Survivors Day celebration
- Health professions education
- Community outreach by the hospital's Occupational Medicine Center, which makes appropriate referrals to community resources at its employer clients' worksites