

What *about* Griffin?

Annual Report of Griffin Health Services Corporation
1994-95

WHAT ABOUT GRIFFIN

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

What *about* Griffin?

ENHANCING YOUR CHOICES

At Griffin, health is more than the absence of disease. Health comes about when an individual's body, mind, and spirit are integrated, aligned and whole. Our experience is that this integration - this healing - takes place when an individual is fully engaged in their own healing process. This is enhanced by offering **choices** so each person can approach healing in their own way.

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

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

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

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

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

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

DR. HOWARD
TORMAN, OF CBS THIS
MORNING SAYS:

*"Griffin's facility
was designed and
built around the
patient's
needs...what a
concept!"*

MARY PITTMAN, PRESI-
DENT OF THE AMERI-
CAN HOSPITAL ASSO-
CIATION'S HOSPITAL
RESEARCH AND EDU-
CATION TRUST SAYS:

*"Griffin's breadth of
commitment and
willingness to make
changes in how they
view Healthcare is
at the cutting edge
of patient-centered
care".*

AND, WAYNE RUGA,
PRESIDENT OF THE
CENTER FOR HEALTH
DESIGN SAYS: *"A visit
to Griffin is a must.
The environment is
'invitingly personal',
appropriate for its
community context,
and expressive of
caring, nurturing
and love. Griffin
has gone far beyond
what is normally
characterized as
'patient focused'
design."*



Griffin Hospital

130 Division Street
Derby, Ct. 06418
203-732-7431

GOOD HEALTH FOR OUR COMMUNITY

What *about* Griffin?

PASSION FOR EXCELLENCE AUTHOR CITES GRIFFIN HOSPITAL

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

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

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

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

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



GOOD HEALTH FOR OUR COMMUNITY

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



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ANNUAL MESSAGE



John Bustelos



Robert L. Fiscus

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

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

The Griffin Health Services strategic plan, adopted by the Board of Directors in September, 1995, is that the philosophy of wholeness, of putting the client at the center of care, empowering them to be responsible for participating fully in their own healing process should be central to any health system reform. It is this reason we have made Griffin a totally Planetree organization.

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

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

The second theory is that to encourage healing in our clients we need to be involved in addressing all the antecedents to health, not just those traditional medical risk factors on which we spend so much futile time. I am

What

about Griffin?

HEALTH PLAN - THE DIFFERENT HMO

the fastest growing Health Maintenance Organization in Connecticut. Not only has membership increased in less than a year, but the number of participating physicians has increased to over 1,000 and climbing.

Transparent and Accountable. A homegrown company, we listen to what you want and design our plans based on what you tell us.

Individualized. Offering creative solutions to your **health care needs**. If you wish to go to a specific medical network, say to see a chiropractor or to participate in a clinical Heart Disease Reversal Program, you're covered.

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

Focus on your Well-being. "Drive-Thru Deliveries", for example, have never been an option for Health Plan members. Unlike other HMO's limiting coverage to 24 hours, we offer 24 hour and 48 hour maternity stays.

Griffin Health Plan is your health - physical, mental and spiritual. And, by the way, we're not a typical HMO, **our members** are our only stock-holders!

Griffin Health Plan is a comprehensive health care environment and innovative programs and services including its new, award winning facility, the popular and progressive Childbirth Center and the Convenient Care walk-in medical service. Griffin is in the vanguard in offering wellness and prevention programs, such as Heart Disease Reversal, mindfulness-based stress reduction and other alternative medicine offerings. Suburban Health Plan, the Griffin H.M.O., promotes prevention and wellness through a variety of products easily tailored to employer and individual needs.



Griffin Health Services Corporation
Griffin Hospital

130 Division Street • Derby, Ct. 06418

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

SUBURBAN HEALTH PLAN

Suburban Health Plan is the fastest growing Health Maintenance Organization in Connecticut. Not only has membership increased 70% in less than a year, but the number of participating physicians has increased to over 1,000 and climbing.

What makes us different?

- ✓ **Community Oriented.** We focus on the needs of the community in an HMO and create a sense of community.
- ✓ **Individually Focused.** We offer a variety of services outside the traditional HMO model, such as Stress Reduction or Heart Disease Reversal.
- ✓ **Competitive Rates.** We offer a variety of plans for individuals and families at very competitive rates.
- ✓ **Concerned with Your Health.** We focus on the issue with Suburban Health Plan. We've always covered you.

Our **goal** at Suburban Health Plan is to be **different** because, unlike you, we're not a typical HMO.

Griffin Health Services Corporation is committed to a philosophy that embraces the mind and spirit as well as the body. Griffin has created a Planetree model of patient focus which encourages active participation in health care decisions. Griffin's commitment to patient choice is manifested in its

FOR MORE INFORMATION

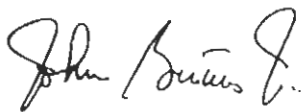
ANNUAL MESSAGE

talking about learning to be "stress hardy" by knowing and living your life purpose, seeing adversity as a challenge, and feeling a sense of control over one's destiny (Pelletier); the ability to remove hostility and anger from one's life (Williams); having a sense of community and social support (Pelletier and Justice); and the reduction in disparity of income levels (Daedalus, Advances). Unless these life issues are addressed in collaboration with the other more limited health issues, only limited outcomes are possible.

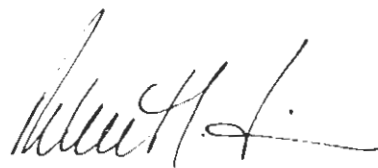
The third theoretical basis which we believe justifies our commitment to whole-person health care is articulated by Peter Senge in his Fifth Discipline and in subsequent essays. His five disciplines necessary for the creation of a learning organization can be directly translated to the five disciplines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

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

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



John Bustelos
President,
CEO



Robert L. Fiscus
Chairman

GHSC Board of Directors

1994- 95 Officers

Robert L. Fiscus - Chairman
Anthony P. Pagliaro - Vice Chairman
Alan J. Tyma - Secretary/Treasurer

One Year Directors

1995

John Bustelos, Jr., President/CEO
Jerold A. Sinnamon, Executive Vice President
Patrick A. Charnel, Senior Vice President
Kenneth V. Schwartz, M.D., Medical Director
David M. Silverstein, M.D., President of Medical Staff
Bernard S. Shapiro, M.D., Vice President of Medical Staff
Gloria C. Gildea, Auxiliary President

Three Year Directors

1995

Frank J. Casaveri
Richard M. Donofrio
Edward W. Miller, Jr.

1996

Michael J. Adanti
Robert L. Fiscus
Eugene F. Martin
Anthony P. Pagliaro
Joseph A. Pagliaro
A. Harris Stone, Ed.D.

1997

Nan M. Birdwhistell
Allan J. Cribbins, Jr.
Harry P. DiAdamo, Jr.
John F. Droney, Jr.
Joseph J. Jacobs, M.D.
Rodney A. Lane
Frank M. Osak, Jr.
David M. Rifkin
Ellen Scalettar
Diane L. Stroman
Alan J. Tyma
Gerald T. Weiner

Statement of Operation

Griffin Health Services Corporation

Statement of Operation

Fiscal 94-'95

Revenue:

Net Patient Revenue 68,208,475

Other 3,237,851

Total Revenue 71,446,326

Operating Expenses:

Employee Compensation 35,966,306

Supplies & Other 24,098,106

Depreciation 4,075,800

Prov. for Bad Debt
(net of recoveries) 4,321,926

Interest 2,115,655

Total Expenses 70,577,793

Net Income (loss) 868,533

What *about* Griffin?

THE CONVENIENCE OF WALK-IN, THE SECURITY OF QUALITY CARE

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

S.M.

Griffin Hospital Convenient Care patient

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

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



GOOD HEALTH FOR OUR COMMUNITY

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Griffin Hospital

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GHSC Subsidiaries

Griffin Hospital

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

Griffin Hospital Development Fund

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

G. H. Ventures

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

Suburban Health Plan

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

GHS Insurance Company, Ltd.

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

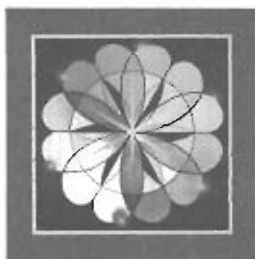
HEALING THE HEART

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

*L. Alcosser, Weston, CT
HDR Program Participant*

What about Griffin?

Heart Disease Reversal Program



Griffin Hospital
130 Division Street
Derby, Ct. 06418

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

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

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

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GRIFFIN HOSPITAL

Year In Review

Over the past ten years Griffin Hospital has transformed from a health care provider typical of most hospitals in the 1970s and 1980s to a health care system aware of the need for and the competence to assist in the healing of body, mind and spirit. Since completion of the North Wing and hospital-wide implementation of Planetree, Griffin's patient driven model of care, the hospital has continued to expand its range of services and focus on its commitment to providing "Good Health For Our Community."

Following are hospital achievements over the past year:

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

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

- New physicians who joined the Griffin staff during the past year include: Active Medical Staff: *Emergency Medicine:* David A. Held, M.D., Christopher J. Michos, M.D., Benton M. O'Neal, M.D.; *Internal Medicine:* Ramin Ahmadi, M.D., Vanessa T. Bromell, M.D.; *Obstetrics/Gynecology:* Joel Wm. Allen, M.D.; *Surgery:* Frank S. Cohen, M.D. Courtesy Staff: *Dentistry:* Lisa Campanella, D.M.D., Jeffrey Hoos, D.M.D.; *Hematology/Oncology:* Kay A. Haedicke, M.D.; *Internal Medicine:* Robert C. Kim, M.D.; *Neurology:* Philip M. Barasch, M.D., Lawrence S. Beck, M.D., S. Nallainathan, M.D., Kanaga N. Sena, M.D.; *Neurosurgery:* Daniel E. Nijensohn, M.D.; *Obstetrics/Gynecology:* Deanna Del Prete, D.O.; *Ophthalmology:* Joseph L. Sokol, M.D.; *Otolaryngology:* Howard P. Boey, M.D.; *Surgery:* Charles A. Guglin, MD., David S. Katz, M.D.; *Thoracic/Vascular:* Richard P. Salzano, M.D.

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

- The School Based Health Clinic, a partnership of education, public health and social service agencies with Griffin Hospital as the lead agency, obtained a \$25,000 planning grant and \$80,000 implementation grant to fund a model school based health clinic which places emphasis on social and mental health needs of school students in high minority, low income schools. The clinic opened in April at Ansonia High School and is expected to serve 750 students.

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What *about* Griffin?

GRIFFIN HOSPITAL WINS INTERNATIONAL ACCLAIM FOR FACILITY DESIGN

GRIFFIN'S FACILITY HONORED FOR PROMOTING
WELL BEING AND HEALING

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

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



GRIFFIN HOSPITAL

Year In Review

- Griffin has committed to work with the Center for Community Responsive Care of Boston to redesign its primary care, internal medicine residency program from internally focused to community focused to address community and public health needs identified by the Healthy Valley 2000 initiative.
- Griffin's practice of allowing new moms to remain in the hospital beyond insurance-mandated 24-hours and development of a unique Post Partum Return Visit Program made news when statistics demonstrated a 90% return rate, with one of four mothers and babies requiring follow-up care for problems identified during the visit.
- An After-School Partial Hospitalization Program and Geropsychiatric Partial Hospitalization Program have both opened under the auspices of Griffin Psychiatric Department. These new offerings complement the array of services provided by this department, which operates satellite sites in Shelton and Southbury.
- Griffin Hospital has expanded its laboratory services to five convenient locations including the hospital as well as facilities in Ansonia (22 Westfield Ave), Southbury (Southford Medical Center), Shelton (Family Health Care Center) and Stratford (2103 Main St.).
- During the past year, Griffin expanded its in-house TV programming to include a Patient Bulletin Board and Relaxation Channel, supplementing the Patient Information Channel which orients hospitalized patients to Griffin and instructs patients, their families and visitors on accessing programs and services available here.
- Consistent with our commitment to preventive care and wellness, Griffin now offers a free mammogram to any woman over age 65 and covered by Medicare, which allows only one mammogram every two years, despite the fact that an alarming study reveals that less than 30% of women age 65 and older are actually having mammograms while their risk of developing the disease increases significantly with age (over 75% of breast cancers occur after age 50).
- More than 3,500 residents have obtained library cards from the Community Health Resource Center, with an average of 800 people using the library monthly.
- The Parish Nurse Program, now with 13 parishes representing 20% of the community's population, recently received a \$37,500 grant to extend the program to the neighborhood around five of the parishes.
- Griffin Hospital was the setting for a first-of-its-kind meeting of state-wide alternative and complementary medicine practitioners co-hosted by GHSC and Suburban. Thirty-four chiropractors, acupuncturists, homeopathic and naturopathic physician and Oriental medicine practitioners attended and are now working with Suburban to develop criteria for additional members to the HMO panel and for payment for patient services.
- Healthy Valley 2000, the State's first healthy community initiative in which Griffin is a proud partner, received an award from the Healthcare Forum in its 1996 International Healthier Communities Award Program. Healthy Valley 2,000 has endorsed five "key performance areas": arts and recreation, economic development, community involvement, health and education, and identified 27 initiatives as meaningful ways to improve the quality of life of the community and make it a better place in which to live, work, raise a family and enjoy life.

GHSC Corporators

1996

John Adzima
 Mary B. Androski
 William C. Bassett
 Richard O. Belden
 George Berman
 Jean A. Brown
 Edward J. Cecarelli
 Terry R. Chatfield
 Paula P. Clark
 Thomas P. Clifford, III
 William D. Coffey
 James E. Cohen
 Edward J. Cooke
 John F. Costigan
 Alvaro DaSilva
 Harry P. DiAdamo, Jr.
 Philip J. Donofrio
 Frank M. Driscoll
 David A. Einbinder
 Franklin Farrel, IV
 Eileen M. Flynn
 Saturno P. Francini
 John F. Grande
 Karen M.E. Guillet
 Beverly Kondor
 J. Allen Kosowsky
 Kenneth R. Kreiger
 Louis J. Lichti
 Anthony F. LoPresti
 Pauline W. Lounsbury
 Robert C. Manger
 James F. Martorano
 Edward J. McManus
 Andrew C. Migani
 F.J. Montegut, Jr., M.D.
 Leo P. Moscato
 Richard F. Nicolari, Ph.D.
 Joan O'Riordan
 Frank M. Osak, Jr.
 Anthony P. Pagliaro
 Sheri C. Pasqualoni
 Daniel R. Pekera, Jr.
 Mary L. Pepe
 S.S. Rice
 Grace A. Rourke
 Richard Ryan
 Lewis Savitsky
 Kenneth V. Schwartz, M.D.
 Elsie M. Scott
 Ole C. Severson
 James E. Sheehy

Janice A. Sheehy
 David M. Silverstein, M.D.
 Ronald A. Skurat
 Colleen M. Spooner
 Robert P. Stockmal
 Samuel C. Wheeler

1997

Jerry L. Ainsworth
 Matt Anderson
 Nan Birdwhistell
 Palma M. Boni
 Edward G. Brickett
 A. Violet Cable
 Frank J. Casalveri
 Anthony J. Colonese
 Allan J. Cribbins, Jr.
 Michael E. Cummings
 Pat DeVecchio
 Patricia DiGiacomo
 John F. Dillon
 Gino S. DiMauro, Jr.
 Eleanor M. Duplese
 Michael Egan
 Richard M. Evans
 William F. Flaherty
 Elaine C. Forti
 Matthew P. Gallo
 Robert G. Gilbertson
 David M. Grant
 Ralph A. Greco
 Patricia Heller
 James G. Higgins, Jr.
 Jack Holden, M.D.
 Clifford D. Hoyle
 Franklin B. Joy
 Richard M. Katz, M.D.
 Gloria H. Kiss
 Gordon I. Kuster, M.D.
 Mark A. Lauretti
 Eugene F. Martin
 James F. McKeon
 Mary M. Nelligan, R.N.
 H. Tom Nickse
 Claude Petry
 James R. Pinke, M.D.
 Calvin Price
 John M. Rak
 David M. Rifkin
 Donald P. Roach, M.D.

GHSC Corporators

Frances G. Rostocki
George J. Ryan
James E. Ryan
Kathleen B. Samela
Ellen Scalettar
John T. Scott
Bernard S. Shapiro, M.D.
Dorothy Silva-Coleman
A. Harris Stone, Ed.D.
Diane L. Stroman
Romolo D. Tedeschi
Alan J. Tyma
E. James Uberti
Donald E. Wetmore
Jeffrey F. Yale, D.P.M.

1998

Achille A. Apicella
Brian J. Barrett
Dorothy H. Blake
Henry J. Bondos
Thomas F. Brennan
Josephine M. Butler
Robert Caponi
Faye Cody
William J. Comboni
Ruth Feinberg Connors
Willie Cooper
Joseph N. Daddio, Jr.
Cynthia DeLaurentis
Richard M. Donofrio
Charles L. Drabek
Joseph M. Dworkin, D.M.D.
Robert L. Fiscus
Bernard J. Fitzpatrick
Paul O. Gaetano
Joseph M. Gagliardi, Jr. M.D.
Dorothea D. Gamble
George H. Gamble, III
Marc J. Garofalo
Margaret J. Gibbs
Gloria C. Gildea
Thomas I. Greene
Thomas F. Hallihan
Madelyn L. Izzo
Richard Kashuba
John P. Kiley, Jr.
Steven Kunkes, M.D.
William M. LaRovera, Sr.
Mark Levine

John V. Marenzana
Edward W. Miller, Jr.
William M. Miller
John F. Montefalco
Joseph A. Pagliaro, Sr.
William C. Partington
Michael Petz
Ira G. Rock, M.D.
Doris A. Roscoe
Eileen M. Ryan
Alan R. Schlesinger
Robert M. Siuzdak
Robert F. Smith
Gregory J. Stamos
John Tagg, Jr.
Gary Toole
Mildred Toussaint, R.N.
Timothy J. Walsh, III
William F. Weaver
Janice Yankowski
John J. Zaprzalka
Stephen C. Zuraw

1999

Michael J. Adanti
Carol C. Aimone
William K. Allan
Terry Allen
Earl L. Baker, M.D.
Janice Bowers
Arthur L. Brien
Mary R. Casalveri
Harvey W. Catlin, Jr.
Nathan Chesler, Ed.D.
Tom Condon
Eugene A. Coppola
Valentine J. Deduk, M.D.
Barbara L. DeGennaro
Vincent A. DeLuca, M.D.
John F. Droney, Jr.
Robert E. Dunford
Curtis Ebdon
John F. Farrell
James M. Fulton
John D. Gamble
Dorothy A. Gandy
John W. Gatison
William D. Griffin
Dorothy K. Gutwein, M.D.
Grace R. Harvey

GOOD HEALTH FOR OUR COMMUNITY

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



Griffin Health Services Corporation
Griffin Hospital
730 Division Street
Derby, Ct. 06418
203-732-7431

What *about* Griffin?

WHAT YOU DON'T KNOW CAN'T HELP YOU!

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

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



Over 3,500 community residents have library cards and regularly take advantage of the vast information available to them. And, if you need a physician, the Health Resource Center has information on every physician who practices at Griffin — from their education and training to their practice philosophy and office hours, even what insurance plans they participate in. Or just call MedSource, our physician referral service, at (203) 732-7110.

FOR A FREE LIBRARY CARD, CALL 203-732-7431

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 Donna G. Inzero
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 Rev. Boyd Johnson
 Vasant Khachane, M.D.
 Frederick R. King, Jr.
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 Susan L. Kowalczyk
 Rodney A. Lane
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 Mary E. Loftus
 George E. Lucas
 Louise Mackniak
 Dorothy Manville
 John B. Marro
 Kathleen Martin
 Brian N. McCoy
 Joyce K. Miller
 Robert J. Murphy, D.D.S.
 John J. Narowski, M.D.
 Thomas J. Nelligan
 Paul B. Nussbaum, M.D.
 Krystyna I. Piotrowska-Nyerick, M.D.
 Frederick J. Quinn, Jr.
 Irene P. Reshetar
 Norman Santa
 Kenneth E. Schaible
 Helen K. Skrobat
 Rev. Wayne A. Strever
 Anastasia Timpko
 Alice L. Tufts, Ph.D.
 William Valentine
 Leo Vine
 John Walsh
 Gerald T. Weiner
 John Wisniewski
 Richard W. Yazluk
 Jay Young

2000

Nicholas L. Amico*
 John P. Barrett*
 John H. Boland
 John Bustelos, Jr.
 Carol E. Casalveri
 Lauren M. Casalveri
 Patrick A. Charnel
 Agnes Cisto
 Jordan Cohen
 Alan C. Davidson, M.D.
 Angelo E. Dirienzo, Ph.D.
 Kenneth J. Dobuler, M.D.
 Cecelia Driscoll
 Jose C. Flores, M.D.
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 Lillian J. Haurilak*
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 John A. Larson, M.D.*
 Paul K. Manger
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 Stephen T. Sinatra, M.D.*
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 Lynn Werdal

* New Corporators

*Griffin Hospital
Medical Director*



Kenneth V. Schwartz, M.D.

**GRIFFIN HOSPITAL IS DEDICATED TO
CONTINUOUSLY IMPROVING THE HEALTH
OF OUR COMMUNITY AND THE WELL-BEING
OF THOSE WE SERVE..**

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

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

A handwritten signature in dark ink, appearing to read 'K. Schwartz'.

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

*Griffin Hospital Medical Executive
Committee & Section Chiefs*

1994-95 Medical Executive Committee

Norberto A. Belleza, Chair, Dept. of Radiology
John Bustelos, Jr., President, Griffin Health Services Corporation
Vincent A. DeLuca, Jr., Chair, Medical Education
Kenneth J. Dobuler, M.D., Chair, Dept. of Medicine
Dorothy K. Gutwein, M.D., Chair, Dept. of Obstetrics/Gynecology
David R. Kenigsberg, M.D., Chair, Dept. of Emergency Services
Gordon I. Kuster, M.D., Chair, Dept. of Psychiatry
Guy R. Nicastri, M.D., Chair, Dept. of Surgery
Donald P. Roach, M.D., Chief, Division of Family Practice
Ira G. Rock, M.D., Chair, Dept. of Anesthesiology
Harold M. Schwartz, M.D., Vice President, Medical Staff
Kenneth V. Schwartz, M.D., Medical Director
Bernard S. Shapiro, M.D., Vice President, Medical Staff
David M. Silverstein, M.D., President, Medical Staff
Jerold A. Sinnamon, Exec. Vice President, Griffin Health Services Corp.
Stephanie Wain, M.D., Chair, Dept. of Pathology
Anthony G. Wayne, M.D., Chair, Dept. of Pediatrics

Section Chiefs

Cardiology - Kenneth V. Schwartz, M.D.
Dentistry - Fedele N. Volpe, D.M.D.
Dermatology - Nira Silverman, M.D./Israel Dvoretzky, M.D.
Endocrinology - David Moll, M.D.
Family Practice - Donald P. Roach, M.D.
Gastroenterology - Vincent A. DeLuca, Jr., M.D.
Hematology/Oncology - Jeffrey A. Orell, M.D.
Infectious Disease - Howard L. Quentzel, M.D.
Nephrology - Paul B. Nussbaum, M.D.
Neurology - James B. Butler, M.D.
Neurosurgery - Patrick P. Mastroianni, M.D.
Physical Medicine - Krystyna Piowtrowska-Nyerick, M.D.
Plastic Surgery - Paul D. Fischer, M.D.
Podiatry - Jeffrey F. Yale, D.P.M.
Pulmonary Medicine - Kenneth J. Dobuler, M.D.
Ophthalmology - James R. Pinke, M.D.
Orthopedics - Gerald F. Cambria, M.D.
Otorhinolaryngology - Ronald H. Hirokawa, M.D.
Rheumatology - Stephen J. Moses, M.D.
Urology - Alan J. Malitz, M.D.

GOOD HEALTH FOR OUR COMMUNITY

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Griffin Hospital
130 Division Street
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203-732-7431

What *about* Griffin?

THE FOCUS... IS ON HEALING!!

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

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

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

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

While the unit has been cited for its state of the art design and technology, the staff takes pride not only in their life-saving care, but in its responsiveness to patient and family needs. The focus is on healing.. for the entire family!.

FOR A TOUR OF GRIFFIN'S NEW FACILITY, CALL 203-732-7431

Griffin Hospital Physician Roster

Allergy & Immunology (Pediatric)

Gerald J. Germano, M.D.

Anesthesiology

Wilfredo E. Cadelina, M.D.

Ira G. Rock, M.D.

Rama Sawhney, M.D.

Scott E. Solomon, M.D.

Sandra T. Congdon, M.D.*

Peter Capello, C.R.N.A.**

Terrence M. Horbal, M.D.*

Marilyn Johnson, C.R.N.A.**

Claire Lucas, C.R.N.A.**

William Orłowski, C.R.N.A.**

Joanna Peters, C.R.N.A.**

Michael Sexton, C.R.N.A.**

Stephen Shattuck, C.R.N.A.**

Cardiology

Earl L. Baker, M.D.

Anthony W. D'Souza, M.D.

Mark S. Grogan, M.D.

Murugesapillai Koneswaran, M.D.

Mack A. Marieb, M.D.

William Neil Pearson, M.D.

Andrew M. Rashkow, M.D.

Kenneth V. Schwartz, M.D.

S. M. Yousif Ali, M.D.*

Robert J. Lewis, M.D.*

Mark H. Schoenfeld, M.D.*

Dentistry

Robert L. Lerman, D.M.D.

Lisa Campanella, D.M.D.*

Jeffrey Hoos, D.M.D.*

Dermatology

Israel Dvoretzky, M.D.

Nira R. Silverman, M.D.

Emergency Medicine

David A. Held, M.D.

David R. Kenigsberg, M.D.

Jeanne Kuslis, M.D.

Christopher J. Michos, M.D.

Benton M. O'Neal, M.D.

Nalin H. Perera, M.D.

Winston H. Reed, Jr., D.O.

Rhonda M. Thimineur, M.D.

Howard E. Zusman, M.D.

Charles V. DePriest, M.D.*

Guillermo J. Katigbak, M.D.*

Jonathan Maisel, M.D.*

Deirdre Schorman, D.O.*

Arthur Strichman, M.D.*

Ismail R. Tarkhan, M.D.*

Endocrinology

David Moll, M.D.

Family Practice

Kenneth E. Mancher, M.D.

Elliot K. Mathias, M.D.

Daniel J. Mizak, M.D.

Ludwig J. Pavlo, M.D.

Ion Petrea, M.D.

Donald P. Roach, M.D.

Samuel W. Streit, D.O.

F. Peter Swanson, M.D.

Kenneth A. Ward, M.D.

Saroja Koneswaran, M.D.*

Gastroenterology

Vincent A. DeLuca, Jr., M.D.

Jeffrey T. Dreznick, M.D.

Gerald Fette, M.D.

Pierluigi Maignani, M.D.

Harold M. Schwartz, M.D.

Hematology/Oncology

Jeffrey A. Orell, M.D.

David P. Purpora, M.D.

Leonard R. Farber, M.D.*

Kay A. Haedicke, M.D.*

Martin E. Katz, M.D.*

W. Bruce Lundberg, M.D.*

Joseph P. O'Connell, M.D.*

Infectious Disease

Howard L. Quentzel, M.D.

James R. Sabetta, M.D.*

Griffin Hospital Physician Roster

Internal Medicine

Ramin Ahmadi, M.D.
 Bruce T. Brennan, M.D.
 Vanessa T. Bromell, M.D.
 Jeffrey T. Dreznick, M.D.
 John A. Farens, M.D.
 Gerald Fette, M.D.
 Robert N. Hyde, III, M.D.
 Nripal C. Kar, M.D.
 Murugesapillai Koneswaran, M.D.
 David Moll, M.D.
 Stephen J. Moses, M.D.
 Stuart A. Nerzig, M.D.
 Robert J. Porto, M.D.
 David P. Purpora, M.D.
 M. Ehsan Qadir, M.D.
 Cynthia B. Relihan, M.D.
 Carlos Schweitzer, M.D.
 Stephen Spear, M.D.
 Joel S. Zaretzky, M.D.
 Nicholas J. Milazzo, M.D.*

Nephrology

Paul B. Nussbaum, M.D.
 Irwin D. Feintzeig, M.D.*
 Mitchell A. Fogel, M.D.*
 James P. Gavin, M.D.*
 William A. Hunt, M.D.*
 Robert C. Kim, M.D.*

Neurology

James R. Butler, M.D.
 Martin S. Stransky, M.D.
 Philip M. Barasch, M.D.*
 Lawrence S. Beck, M.D.*
 S. Nallainathan, M.D.*
 Kanaga N. Sena, M.D.*

Neurosurgery

Patrick P. Mastroianni, M.D.
 David M. Silverstein, M.D.
 Thomas J. Arkins, M.D.*
 Gary Bloomgarden, M.D.*
 Harry P. Engel, M.D.*
 Issac Goodrich, M.D.*
 Abraham Mintz, M.D.*
 Yarob Mushaweh, M.D.*
 Daniel E. Nijensohn, M.D.*
 Michael E. Opalak, M.D.*

James K. Sabshin, M.D.*
 Stephen A. Torrey, M.D.*

Obstetrics/Gynecology

Joel Wm. Allen, M.D.
 Reid Gentile, D.O.
 Dorothy K. Gutwein, M.D.
 Roy E. Kalman, M.D.
 Michael R. O'Reilly, M.D.
 Cynthia M. Ronan, M.D.
 Richard P. Stivala, M.D.
 Deanna Del Prete, D.O.*
 Brian D. Karsif, M.D.*
 Margaret Crosby, C.N.M.**

Ophthalmology

Scott H. Greenstein, M.D.
 Carlton C. Phillips, M.D.
 James R. Pinke, M.D.
 Richard D. Gilbert, M.D.*
 Jason D. Horowitz, M.D.*
 Wayne I. Larrison, M.D.*
 Jose M. Portal, M.D.*
 Joel P. Silverman, M.D.*
 Joseph L. Sokol, M.D.*
 Amy Y. Tso, M.D.*
 Neal J. Zimmerman, M.D.*

Oral & Maxillo-Facial Surgery

Lee W. McNeisht, D.M.D.
 Nicholas T. Toralo, Jr., D.D.S.
 Fedele N. Volpe, D.M.D.
 Paul L. Wineland, D.D.S.
 Jeffrey S. Berkley, D.D.S.*
 Leonard W. Skope, D.D.S.*

Orthopedics

Gerald F. Cambria, M.D.
 Kathryn A. Caulfield, M.D.
 Joseph M. Gagliardi, Jr., M.D.
 A. Gregory Geiger, M.D.
 Robert W. Nolan, M.D.
 Richard Diana, M.D.*
 Eric M. Garver, M.D.*
 Regina O. Hillsman, M.D.*
 Eric J. Katz, M.D.*
 Jane Arenas, P.A.**

Griffin Hospital Physician Roster

Otolaryngology

Maria N. Byrne, M.D.
Eaton Chen, M.D.
Juan R. Hernandez, M.D.
Ronald H. Hirokawa, M.D.
Howard P. Boey, M.D.*
Paul L. Fortgang, M.D.*
Julian L. Henley, M.D.*
Jacob Z. Slepian, M.D.*
J. Michael Willett, M.D.*
Kenneth Yanagisawa, M.D.*

Pathology

Jay A. Gates, M.D.
James E. Haswell, M.D.
Stephanie Wain, M.D.

Pediatrics

Jeffrey Cersonsky, M.D.
Gerald J. Germano, M.D.
Robert N. Hyde, III, M.D.
Ashokkumar K. Shah, M.D.
William P. Silberberg, M.D.
Anthony G. Wayne, M.D.
Joseph Berlenbach, P.A.**

Physical Medicine & Rehab.

Krystyna I. Piotrowska-Nyerick, M.D.

Plastic Surgery

Paul D. Fischer, M.D.
David J. Goodkind, M.D.
Mark H. Weinstein, M.D.

Podiatry

Robert P. Matusz, D.P.M.
Stephen Schmidt, D.P.M.
David G. Sharnoff, D.P.M.
Jeffrey F. Yale, D.P.M.
B. Glenn Blair, D.P.M.*
Karen A. Borsos, D.P.M.*
James M. DeJesus, D.P.M.*
Julienne Dudzis, D.P.M.*
Richard B. Feldman, D.P.M.*
Brian W. Fullem, D.P.M.*
Todd Gunzy, D.P.M.*

Howard W. Harinstein, D.P.M.*
Anthony R. Iorio, D.P.M.*
Carmen S. Luciano, D.P.M.*
David W. Mader, D.P.M.*
Louise E. Tortora, D.P.M.*
Bruce M. Vinokur, D.P.M.*
Marilyn M. Vinokur, D.P.M.*

Psychiatry

Carlos Gonzalez, M.D.
Edward G. Halstead, M.D.
Gordon I. Kuster, M.D.
Karl-Otto Liebmann, M.D.
Gary Plotke, M.D.
Louis E. Trevisan, M.D.
Mark D. Aron, Ph.D.**
Gary Racusin, Ph.D.**

Pulmonary Disease

Kenneth J. Dobuler, M.D.
Allan J. Rodrigues, M.D.
Carlos Schweitzer, M.D.
Kevin J. Twohig, M.D.*

Radiology

Norberto A. Belleza, M.D.
Douglas W. Gibson, M.D.
Lawrence R. Gluck, M.D.
Richard M. Katz, M.D.
Laurie R. Margolies, M.D.

Rheumatology

Stephen J. Moses, M.D.

Surgery

Frank S. Cohen, M.D.
Jose C. Flores, M.D.
Guy R. Nicastri, M.D.
John D. Zelem, M.D.
Steward C. Gross, M.D.* (Hand)
Charles A. Guglin, M.D.*
David S. Katz, M.D.*

GOOD HEALTH FOR OUR COMMUNITY

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203-732-7431

What *about* Griffin?

CHOICES FOR NEW BEGINNINGS

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

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



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

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

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

FOR A TOUR OF THE CHILDBIRTH CENTER, CALL 203-732-7250

Griffin Hospital Physician Roster

Thoracic/Vascular

F. J. Montegut, Jr., M.D.
Walter Kwass, M.D.*
Charles B. Beckman, M.D.*
Robert S. Boltax, M.D.*
Ralph W. DeNatale, M.D.*
John A. Federico, M.D.*
Antoine M. Ferneini, M.D.*
Cary S. Passik, M.D.*
Ronald B. Ponn, M.D.*
Richard P. Salzano, M.D.*
Thomas F. Sweeney, M.D.*

Urology

Alan C. Davidson, M.D.
Dilmer L. Diaz, M.D.
Alan J. Malitz, M.D.

* Courtesy

** Allied Professional

Honorary Staff

Marcel Bratu, M.D.
Nicholas T. Catanuto, M.D.
L.E. Celentano, M.D.
Gerald N. Cimmino, M.D.
Nancy T. Deduk, M.D.
Valentine J. Deduk, M.D.
Theodore S. Evans, M.D.
Mario L. Garofalo, M.D.
Barnett Greenhouse, M.D.
Nabil J. Habib, M.D.
Benedict R. Harris, M.D.
Jack Holden, M.D.
John M. Hoffer, M.D.
Morris Y. Krosnick, M.D.
Hyman A. Levin, M.D.
Richard C. Manjoney, M.D.
George L. Morann, M.D.
John J. Narowski, M.D.
C. H. Neuswanger, M.D.
Maria M. Pavlo, M.D.
Stewart J. Petrie, M.D.
Warren J. Reinhard, M.D.
Samuel J. Silverberg, M.D.
Charles F. Skreczko, M.D.
Morris Slater, M.D.
Earl Slusky, D.M.D.
Sheldon S. Smiley, M.D.
Fred C. Spannsaus, M.D.
Edward T. Wakeman, M.D.
Frederick A. Wies, M.D.
William R. Wilson, M.D.

What *about* Griffin?

CARE-GIVERS MAKE GRIFFIN SPECIAL

Every employee at Griffin Hospital is a care-giver committed to putting the patients' needs above all else. Each patient has a primary nurse who is their advocate and is responsible for coordinating their care throughout their stay. And the design of our new patient care facility provides a work station right outside the patients' door, so the nurse can respond to patient needs quickly. Our nurses, and the care model they helped to develop, make Griffin special and have resulted in a **patient satisfaction level of 93%** since we opened our new facility in 1994.

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

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

Patients Satisfied



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environment and innovative programs and services including its new, award winning facility, the popular and progressive Childbirth Center and the Convenient Care walk-in medical service. Griffin is in the

vanguard in offering wellness and prevention programs, such as Heart Disease Reversal, mindfulness-based stress reduction and other alternative medicine offerings. Suburban Health Plan, the Griffin H.M.O., promotes prevention and wellness through a variety of products easily tailored to employer and individual needs.



Griffin Hospital

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FOR A TOUR OF GRIFFIN HOSPITAL, CALL 203-732-7431

G. H. Development Fund

The Griffin Hospital Development Fund has as its sole purpose raising money to be utilized by Griffin Hospital. Each year it conducts an Annual Appeal, the proceeds of which are utilized for construction and the purchase of equipment. The Capital Campaign Phase II completed its fourth year in 1995. Capital Campaigns I and II raised more than \$5 million for the construction of the North Wing, which opened in 1994. The Development Fund also conducts special events to raise additional resources. These events include a summer golf tournament, the fall auction/dinner and a raffle. Special events in 1995 yielded \$222,715.

As detailed in the chart below, nearly 5,000 donations yielded a total of \$691,627 in gifts and pledges. Investment and interest income increased the Development Fund's total earnings to \$848,397.

Summary of Philanthropic Gifts Dollars Pledged/Received for 1995 from all sources

Community Support

Friends	621	\$ 38,386
Business/Industry	75	\$ 69,454
Trustee/Corporator	91	\$ 28,900
Medical Staff	88	\$ 73,705
Employees	748	\$ 90,763
Clubs & Organizations	5	\$ 70,220
Foundations	3	\$ 24,364
Special Events	2,406	\$ 222,715
Calendar	628	\$ 11,719
Grants	1	\$ 50,000
Bequests	3	\$ 3,289
Memorials & Tributes	327	\$ 7,562
Pastoral Care	2	\$ 550
TOTAL	4,998	\$ 691,627

Investment & Interest Income	\$ 156,770
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GRAND TOTAL:	\$ 848,397
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Griffin Hospital Auxiliary

Since its inception in 1910, the Auxiliary of Griffin Hospital has remained committed to benefiting hospital programs. The Barclay Gift Shop, Thrift Shop and various special events conducted yearly enable the Auxiliary to continually become one of the largest donors to the Griffin Hospital. Such was true of the recent Capital Campaign with a total of \$525,000 donated by the Auxiliary for a grand total of \$1,400,000 being contributed to the Hospital to date. Of equal importance are the number of volunteer hours contributed by Auxiliaries for Griffin Hospital. Our gratitude goes beyond words to everyone in the Auxiliary who has made these gifts possible through their work, interest, time and generosity.

What *about* Griffin?

Healthy, WELLthy and Wise...

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

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

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

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

- Suburban has introduced a new Health Enhancement Program to encourage subscribers to live healthier lifestyles. (Rebates of up to \$100 are provided for smoking cessation, fitness club membership and participation in wellness and prevention programs - early pregnancy classes, Griffin stress reduction or low fat diet program, etc.). **OTHERS WILL FOLLOW...**

As a young, growing HMO, Suburban is in the forefront when it comes to meeting the needs of our members. Keeping them Healthy, WELLthy and Wise... is just the beginning. We're sure **OTHER HMO'S WILL FOLLOW** our lead - because it's the right thing to do!

GOOD HEALTH FOR OUR COMMUNITY

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



Griffin Health Services Corporation

Griffin Hospital

130 Division Street
Derby, Ct. 06418
203-732-7431

Suburban Health Plan, Inc.

With guidance from GHSC, Suburban Health Plan undertook a major reorganization in early 1995. Its focus was targeted growth within Suburban's primary service area, with results as follows:

Almost doubling its 1994 membership level — a 95.2% membership increase from 2,902 members at the close of 1994 to 5,665 members as of April 1, 1996.

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

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

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

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

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

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

In addition to serving many large employer groups, Suburban has distinguished itself from its competitors by focusing on providing excellent, individualized service to the many small employers in its service area. By maintaining its dedication to offering quality health care and personal service to a select and frequently overlooked and underserved segment of the community, Suburban Health Plan expects to both grow and prosper in the current and future days of this turbulent health care market.

days of this turbulent health care market.

GHS Insurance GH Ventures

G.H.S. Insurance Company Ltd., a subsidiary of Griffin Health Services Corporation, is an off-shore insurance company incorporated in the Grand Cayman Islands. U.S. Federal law and Grand Cayman law require off-shore corporations and their Boards of Directors and management to meet outside the United States for the purpose of conducting business. No corporate business can be legally conducted within the United States.

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

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

With the dramatic changes taking place in the health care industry; with all payors (Medicare, Medicaid, H.M.O.'s and commercial insurers) shrinking payment for patient services, reliance on hospital patient revenues to maintain the institution is rapidly diminishing. This will require bold initiatives like the off-shore insurance company to reduce expenses without affecting quality of care and new, diverse ventures which will produce new revenue sources to maintain an institution's financial viability. The combination of these will be critical to maintain community hospitals, like Griffin, as we know them today.

G.H. Ventures

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

Administrative Cabinet

John Bustelos, Jr
President/CEO

Jerold A. Sinnamon
Executive Vice President

Harry F. Blair
Executive Director, Suburban Health Plan

Patrick A. Charmel
Senior Vice President

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

Evelyn Werdal
Vice President, Patient Care Services

Jerry Ainsworth
Director, Pastoral Care Services

William Powanda
Vice President, Support Services

Frank Mancuso
Acting Vice President, Finance

Kenneth V. Schwartz, M.D.
Medical Director

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What *about* Griffin?

HEALTHY VALLEY 2000 CELEBRATES WORLD HEALTH DAY

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

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



Griffin is proud to be a partner in Healthy Valley 2000. Our mission is to continuously improve the health of the community and the quality of life and well-being of the people it serves. And our community has been hard at work, working together "Creating a Healthy Community".

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

TO JOIN HEALTHY VALLEY 2000, CALL 732-7431

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For additional copies or information, call
732-7431.*



Good Health for Our Community