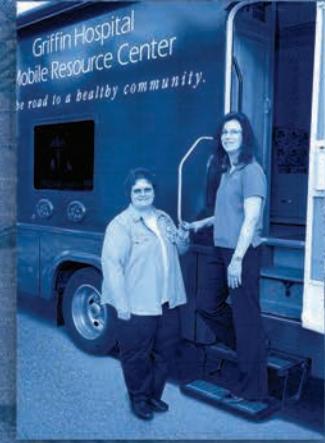




# Griffin Hospital 2007 Annual Report

## A Blueprint for Excellence





LAURA GILPIN, ONE OF THE KEY FIGURES IN THE HISTORY OF THE PLANETREE MODEL OF CARE, PASSED AWAY IN FEBRUARY 2007. MEMBERS OF THE GRIFFIN HOSPITAL FAMILY GATHERED TO HONOR HER AND TO CELEBRATE HER COUNTLESS CONTRIBUTIONS TO THE GROWTH AND DEVELOPMENT OF THE DERBY-BASED PLANETREE ORGANIZATION, WHICH NOW HAS MORE THAN 130 MEMBER HEALTHCARE FACILITIES IN THE US AND ABROAD. LAURA, A NIGHT NURSE ON THE FIRST PLANETREE UNIT IN SAN FRANCISCO IN THE LATE 1970S, DEDICATED HER LIFE TO CARING FOR OTHERS, FIRST AS A NURSE AND LATER AS A PLANETREE STAFF MEMBER WHOSE COMPASSION, EMPATHY, ENTHUSIASM, AND DEDICATION TO PATIENT-CENTERED CARE MADE HER AN INVALUABLE SOURCE OF KNOWLEDGE AND SUPPORT TO INDIVIDUALS AND INSTITUTIONS IMPLEMENTING THE PLANETREE MODEL.



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Neil Pearson, MD, Griffin Hospital's 2007 Physician of the Year; Michelle McCarthy, RN, Griffin Hospital's 2007 Outstanding Nurse of the Year; Diane Wood, RPT, Griffin Hospital's 2007 Employee of the Year; and Diane Guillet, RN and Mary Swansiger, RN, of the Griffin Valley Parish Nurse Program, which won the 2007 Valley Chamber of Commerce Silver Medal Award. (bottom)Architect's rendering of the entrance of Griffin Hospital's new Community Cancer Center, which is scheduled to open in Fall 2008.



## GRIFFIN AT A GLANCE

	2007	2006
LICENSED BEDS	160	160
BASSINETS	20	20
DISCHARGES (INCLUDING NEWBORNS)	7,844	7,525
PATIENT DAYS	34,007	33,830
OUTPATIENT VISITS	167,304	159,487
AVERAGE LENGTH OF STAY	4.34 DAYS	4.49 DAYS
NEWBORNS	797	724
EMERGENCY DEPARTMENT VISITS	38,131	36,164
LABORATORY PROCEDURES	716,535	680,279
PSYCHIATRIC VISITS	14,799	13,683
RADIOLOGY PROCEDURES TOTAL	71,540	69,125
SLEEP LAB VISITS	1,075	975
DIGESTIVE DISORDERS CENTER CASES	3,855	3,861

STAFF STATISTICS	2007	2006
EMPLOYEES	1,348	1,312
ACTIVE MEDICAL STAFF	145	142
COURTESY MEDICAL STAFF	138	129
VISITING/CONSULTING STAFF	20	20
NURSES	292	289
RESIDENTS IN TRAINING	31	29
VOLUNTEERS	360	388
VOLUNTEER HOURS	57,385	54,977

# MESSAGE FROM THE PRESIDENT AND CEO

DURING 2007, GRIFFIN CONTINUED TO REFINE AND EXECUTE ITS CAREFULLY DESIGNED PLAN TO ACHIEVE A LEVEL OF PERFORMANCE THAT PLACES IT AMONG THE COUNTRY'S BEST HEALTH CARE ORGANIZATIONS. THE PLAN SERVES AS A "BLUEPRINT FOR EXCELLENCE" AND GUIDES OUR EFFORT TO BUILD A GREAT ORGANIZATION THAT DELIVERS EXCEPTIONAL CARE, IS RESPONSIVE TO THE NEEDS OF ITS COMMUNITY, IS EFFECTIVE IN SECURING NEEDED RESOURCES, AND RECOGNIZES THE CONTRIBUTION OF ALL THOSE RESPONSIBLE FOR ORGANIZATIONAL ACHIEVEMENT AND SUCCESS. THE FOLLOWING PAGES DESCRIBE THE MANY ACCOMPLISHMENTS OF THE LAST YEAR THAT HAVE BROUGHT US CLOSER TO OUR GOAL OF PERFORMANCE EXCELLENCE AND SPOTLIGHT MEMBERS OF THE GRIFFIN FAMILY THAT HAVE CONTRIBUTED MIGHTILY TO OUR SUCCESS AND SERVE AS A ROLE MODEL FOR OTHERS.

Griffin has been engaged in an ongoing strategic planning process for more than a decade. That process seeks to identify and understand the environmental forces that impact our organization. Changes in public policy, hospital finance and consumer expectation are all considered, as are technology enhancements, treatment innovations, demographic trends, and projections of future service demand and manpower needs. An honest assessment of the organization's strengths and weaknesses with input from our various stakeholders (physicians, board members, managers and staff) is conducted at regular intervals. The determination of strengths and weaknesses along with the findings of our environmental assessment help us identify opportunities to grow and strengthen our organization to fulfill our mission and better serve our community. This planning process also helps identify major threats to our viability and challenges that must be overcome to ensure our success.

Our blueprint for excellence was created through the strategic planning process. That process is overseen by the Strategic Affairs Committee of the Griffin Health Services board of directors and operationalized by our talented management team. For more than eight years the board's Strategic Affairs committee was chaired by Jan Hoffmeister who recently relocated to Alabama. I am extremely grateful to Jan for the leadership he provided. I will miss his thoughtful analysis of complex issues and deep understanding of strategic planning. The new Chairman of the Strategic Affairs Committee is Joseph Andreana. Joe brings a wealth of leadership experience to his chairmanship role and is committed to the active engagement of board members in an effective planning process that leads to improved organizational effectiveness and success.

The most visible manifestation of our planning effort is the creation of a Community Cancer Center that will be housed in a new 49,000 square foot Ambulatory Care Pavilion currently being constructed on the hospital's recently established west campus. The resulting addition of a state of the art radiation therapy service will address a long standing community need. In addition to radiation therapy the Cancer Center will include a full continuum of services that spans from diagnosis through treatment, support services and follow up care. The center's construction is the culmination of years of planning that considered the growth and aging of our community's population, the availability and accessibility of cancer treatment services in surrounding communities, the preferences of cancer patients, advances in cancer treatment technology and the hospital's long term facility and capital needs.



PATRICK A. CHARMEL

"THE MOST VISIBLE MANIFESTATION OF OUR PLANNING EFFORT IS CREATION OF A COMMUNITY CANCER CENTER"



# MESSAGE FROM THE PRESIDENT AND CEO

Our thorough planning process convinced us of the need for a comprehensive community cancer center and that we have the wherewithal to develop such a center, but before moving ahead, Griffin had to obtain approval from the State's Office of Health Care Access (OHCA). That approval was granted in February in response to our strong demonstration of need and community support. Support for the project was expressed by many community residents, business leaders and elected officials who wrote heartfelt and compelling letters to OHCA Commissioner Cristine Vogel encouraging project approval. Their support for the cancer center project and their effort on behalf of Griffin Hospital is greatly appreciated.

The depth of support for the establishment of a Cancer Center and expansion of the hospital's Emergency Department made possible by construction of the new ambulatory care pavilion has been most apparent in the success of our Breaking New Ground capital campaign. The campaign's goal is to raise \$5,500,000 to help finance the \$33,000,000 Cancer Center and Emergency Department expansion project. As we enter the public phase of the capital campaign, more than \$4,000,000 has been raised toward our goal. The Griffin family including our employees, medical staff members, trustees and volunteers have contributed more than \$1,300,000 of the total raised to date, which is a remarkable amount that sends a powerful message to our community that the project is worthy of support. The single largest capital campaign contribution to date of just under \$1,000,000 has come from the Hewitt Foundation and will be memorialized by naming our new building the Hewitt Ambulatory Care Pavilion. I thank the Griffin family and the trustees of the Hewitt Foundation for the positive momentum they have generated with their leadership gifts. I also thank the individuals, foundations and corporations that have generously supported the capital campaign and hope that many others will follow their example.

Major facilities improvement and technology acquisition require significant capital investment. Connecticut hospitals have limited access to capital because on average the state's hospitals are less profitable than hospitals in other states. Hospital operating profits are reinvested in new facilities, equipment and services and create the capacity to service debt taken on to fund such improvements. Despite our modest profitability, the hospital's record of consistent growth, efficient operation and sound financial performance allowed it to borrow the capital required to pay for the portion of Cancer Center project cost not covered by our fund raising effort.

A major contributor to the poor profitability of Connecticut Hospitals and a threat to their long term viability is the fact that the state fails to pay hospitals what it costs to care for patients insured through its Medicaid program. Hospitals are paid only 80 cents for every one dollar spent on providing care to patients enrolled in the Medicaid program. State wide the 2007 Medicaid hospital reimbursement shortfall was approximately 300 million dollars. A large portion of that unreimbursed cost was shifted to managed care companies and commercial insurers in the form of higher rates. Those higher rates were, in turn, passed on to Connecticut employers who purchase health insurance on behalf of their employees. In order to control their operating cost employers shouldering the burden of higher health insurance premiums have been forced to reduce the level of coverage they provide to their employees by imposing higher co-pays and deductibles, to require employees to pay a greater portion of their premium or to eliminate coverage all together increasing the ranks of the uninsured.

In response to the devastating effects of Medicaid program underfunding Connecticut hospitals joined forces with health insurers and the business community to educate the public and legislators about the need for increased Medicaid funding. That effort resulted in an appropriation by the Connecticut legislature to increase Medicaid payments to Connecticut hospitals by \$128,000,000 and the creation of a task force by Governor Rell to study the need for additional relief. A number of Griffin board members actively supported this successful effort including Rep. Themis Klarides, Rep. Linda Gentile, Senate Legislative Policy Director Ellen Scalletar and Gerald Weiner. They were joined by numerous Griffin employees and community residents who wrote to and called our legislative leaders. I am grateful for their advocacy.

The resulting increase in Medicaid reimbursement that Griffin will receive totaling approximately \$600,000 per year will fund major investments in information technology to improve patient safety including the

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development of a fully electronic medical record. A major component of that electronic medical record became operational in 2007 when our nurses, respiratory and physical therapists, dieticians and chaplains began to document the care they provide to patients electronically using portable computers thereby improving documentation accuracy, legibility and accessibility. In the coming year Griffin will make further enhancements including the use of bar code technology to ensure that patients receive the medication their physician ordered and to document medication administration.

Our blueprint for excellence also calls for continuous improvement in the quality of the clinical care and service we provide to ensure an exceptional patient experience. That care and service is continually monitored by the board's Quality Committee and is evaluated by numerous external organizations and agencies. Some make their findings available to the public to allow consumers to make informed choices about where to receive their care.



The most rigorous evaluation of the systems and structures that the hospital has in place to ensure patient safety and the delivery of high quality care is conducted by the Joint Commission, an independent organization that evaluates and accredits more than 15,000 healthcare organizations in the United States. Griffin was surveyed by the Joint Commission in 2007 resulting in a full three-year reaccreditation. Surveyors were particularly impressed by the hospital's infection control activities, emergency preparedness, physical environment and commitment to patient centered care.

While the Joint Commission focuses on care processes, the Premier Healthcare Alliance compares the nation's hospitals based on care outcomes and efficiency. That comparison ranks the hospital's performance in the top 1% of all U.S. hospitals which resulted in Griffin receiving the 2007 Premier Care Science Select National Quality Award. Additional recognition of the exceptional care and service that Griffin provides received during 2007 is described in the Chairman's report. This recognition is well deserved, much appreciated and adds to the collective pride of the Griffin Family.



The pride Griffin's employees have in the exceptional patient experience they provide and their ability to maintain an environment of mutual respect and support has resulted in Griffin being designated a great place to work. For the ninth year in a row Griffin Hospital will appear on the Fortune Magazine list of the "100 Best Companies to Work For" making Griffin the only hospital in the country to achieve this distinction. We are committed to maintaining a positive working environment and strengthening our commitment to the Planetree patient centered care philosophy that has as one of its core principles caring for the care giver. Our remarkable employees deserve no less.

I encourage you to read Planetree President Susan Frampton's message. Planetree's influence has grown here in the U.S. and internationally over the last year as healthcare organizations and policy makers recognize that a patient centered approach is essential to the delivery of high quality care and that Planetree is uniquely capable of assisting organizations in their effort to develop a patient centered culture.

In closing, I want to thank our outgoing Board Chair, John Zaprzalka, for his vision and strong leadership. John's commitment to campus master planning led to the creation of the hospital's west campus that has positioned Griffin for its second century of service to our community. I thank John for his dedication and unwavering support and am grateful that he will continue to serve our organization in the role of immediate past chair. I also look forward to working with Jack Betkoski who has demonstrated his abilities not only as an officer of Griffin Health Services, but also as chair of the Griffin Hospital Development Fund Board, which is responsible for the hospital's successful fund raising effort. Together we will continue our relentless pursuit of excellence.

Sincerely,  
Patrick A. Charmel

"THE PRIDE GRIFFIN'S EMPLOYEES HAVE IN THE EXCEPTIONAL PATIENT EXPERIENCE THEY PROVIDE AND THEIR ABILITY TO MAINTAIN AN ENVIRONMENT OF MUTUAL RESPECT AND SUPPORT HAS RESULTED IN GRIFFIN BEING DESIGNATED A GREAT PLACE TO WORK."

# MESSAGE FROM GRIFFIN HEALTH SERVICES CORPORATION CHAIR



JOHN J. ZAPRZALKA

“THIS ANNUAL REPORT FOCUSES ON A NUMBER OF GRIFFIN “HEROES” WHO HAVE BEEN RECOGNIZED IN THE PAST YEAR FOR THEIR CONTRIBUTIONS TO HELP MAKE GRIFFIN HOSPITAL A UNIQUE AND SPECIAL PLACE.”

This is my final report as Board Chairman as I take the position of Immediate Past Chairman in the coming year. The past four years have passed swiftly and been a remarkable personal experience. This will be a period in my life that I shall always remember fondly.

During my stewardship of the Board I have been amazed that Griffin Hospital, which is smaller than the average hospital in the country and is dwarfed by six larger surrounding hospitals, has achieved national recognition and stature as an innovator, a quality leader, a top 100 company to work for, and a provider of exceptional patient experience resulting in industry-leading patient satisfaction ratings. The Board, management, employees and physicians can all take pride in the prominence Griffin has achieved in the healthcare industry and for its stellar reputation in the community it serves.

This past year, Griffin Hospital was honored by the Premier healthcare alliance with the 2007 Premier CareScience Select Practice National Quality Award for superior clinical outcomes and exceptional efficiency in patient care. Of the 4,700 hospitals considered for this award, only 49 hospitals were selected, putting Griffin in the top 1% of hospitals nationwide.

Total Benchmark Solutions also gave our hospital a Best Healthcare nationwide ranking of 137th for hospitals providing the highest quality of care as determined by the series of measures developed by the Medicare program.

We must recognize that these awards for clinical excellence and quality of care require a great deal of attention and effort. Griffin's commitment to quality improvement and patient safety emanates from the hospital's governing body. The Board established a Quality Committee in 2005 that is responsible for recommending policies, plans and goals that seek to continuously improve the quality of care, patient safety and customer service.

The work of the Board's Quality Committee prompted the configuration of the new Patient Safety and Care Improvement Division. This new operating division merged several hospital departments and is responsible for augmenting Griffin's efforts to create an exceptional patient experience, develop a culture of patient safety, provide industry-leading customer service, achieve superior clinical outcomes and optimize Planetree programmatic elements.

As a result, the Chair of the Quality Committee, Allan Cribbins, was invited to present the Griffin quality improvement model to board and management members from hospitals located in North and South Carolina at “Aligning for Excellence in Health Care,” a conference sponsored by the Duke Endowment. I would like to personally thank Allan for leading the quality initiative.

This annual report focuses on a number of Griffin “heroes” who have been recognized in the past year for their contributions to help make Griffin Hospital a unique and special place. While these employees have been singled out to receive individual recognition, they are representative of the entire staff which is dedicated to providing high quality health care that is safe, patient-centered, effective, efficient, and equitably responsive to all of Griffin's patients. This collective dedication was recognized by the Baptist Healing Trust which named Griffin one of ten of America's Healing Hospitals characterized by their strong patient-centered cultures and by an exceptional focus on caring for caregivers, who, in turn, do an extraordinary job caring for patients. On behalf of the Board of Directors, I thank the entire staff.



I regret that I am leaving the chairmanship at such an exciting time in Griffin's history. Throughout my term we undertook the planning, financing and groundbreaking for the new \$33 million Ambulatory Care Pavilion and Community Cancer Center (shown above). This facility will position Griffin Hospital for its second century of care to residents of our community.

To help fund this project, we have initiated the hospital's largest fund-raising campaign ever, with a goal of \$5.5 million. Through the end of the year, more than \$4 million has been raised. The largest gift to date, a collective amount totaling over \$1 million, has been pledged by the Hewitt Foundation. In recognition of this generous gift, the Ambulatory Care Pavilion will be officially named the Hewitt Pavilion. Many thanks to the Board of the Hewitt Foundation for their generous support of this project.

As we embark upon the Community phase of this campaign, I look forward to generous support from the corporate and public sectors. With the continued efforts of our Campaign Chair Alan Mathog, Director of Development David Garamella, and the entire campaign team, the fund-raising target will soon be achieved and the Ambulatory Care Pavilion and Community Cancer Center will exceed the expectations of those whose support has helped to make this project a reality.

Looking back on the past few years, many people are deserving of my thanks and appreciation. They include the employees, medical staff and volunteers who deliver our promise of providing exceptional patient care, and to Pat Charmel and the management team for their exemplary leadership. It is because of all of you that Griffin Hospital is held in such high esteem.

Finally, I would also like to express gratitude for my fellow Board members, who dedicate their time, efforts, and resources to support the hospital's overall mission. Special thanks to the officers of the Board for the dedication and support they have shown me during my term. Best wishes to my successor, Jack Betkoski, a hard working and dynamic leader who will bring a lot of energy to the organization. In the years to come, I look forward to supporting Jack, the Community Cancer Center, and the rest of Griffin Hospital as it continues on its mission as a leader in the healthcare industry.

Sincerely,  
John J. Zaprzalka



Joseph Andreana

JOSEPH ANDREANA, EXECUTIVE DIRECTOR OF THE CT ALLIANCE OF BOYS AND GIRLS, INC. SHELTON, AND JEFFREY J. RAMOS, CHIEF OPERATING OFFICER OF THE NEWLY FORMED ENTRECAP FINANCIAL CORPORATION, WERE NAMED TO THE GRIFFIN HEALTH SERVICES CORPORATION BOARD OF DIRECTORS AND THE GRIFFIN HOSPITAL BOARD OF TRUSTEES AT THE ANNUAL MEETING OF THE GRIFFIN HEALTH SERVICES CORPORATION HELD ON JANUARY 30, 2007.



Jeffrey J. Ramos



KENNETH V. SCHWARTZ, M.D.

## MESSAGE FROM THE VICE PRESIDENT OF MEDICAL AFFAIRS

Over the past year, the Medical Staff has been working on a new document that will address the commitments, responsibilities, and expectations of Griffin Hospital physicians. Following the theme of this annual report, this new “expectations” document will serve as a blueprint, if you will, for the competencies we expect of our physicians going forward.

Once it is completed and endorsed by the Medical Executive Committee, members of the Medical Staff will be offered the opportunity to individually endorse the document, which would replace the current “Code of Conduct” included in the Medical Staff Bylaws.

The new “expectations” document follows the six competencies that were recently adopted by the Joint Commission for hospital medical staffs: Patient Care, Medical Knowledge and Skills, Practice Based Learning, Interpersonal Communication and Skills, Professionalism, and Systems-Based Practice. It will become the standard by which our Medical Staff operates with regards to behavioral and medical practice standards.

In addition to supporting this initiative, Griffin Hospital recently began publishing a new quarterly newsletter, the “Physician News,” in response to the need for regular communication with its Medical Staff. Each issue features articles on topics such as medical-legal issues, pharmacy news, the hospital’s clinical performance, and efforts to improve care through the various councils of the hospital’s new Patient Safety & Care Improvement Division.

The importance of sharing this kind of information was never more apparent than when Joint commission surveyors knocked on our door for their unannounced visit on Monday, September 10. The five-day survey was thorough but fair, and while a few areas for improvement were identified by the surveyors, both the Medical Staff and the hospital as a whole fared very well, resulting in a three-year reaccreditation by the Joint Commission.

I wish to thank all members of the Griffin Hospital Medical Staff for their cooperation in preparing for the Joint Commission visit, their participation during the visit, and their help in addressing our areas for improvement.

Finally, I hope everyone will join me in welcoming the many new physicians who have joined the Medical Staff over the past year, expanding our capabilities and expertise in several areas. I also hope you will join me in acknowledging those physicians who have either retired or moved on to new opportunities in the past year for their dedicated service to their patients and their many contributions to making Griffin the hospital of choice in our area.

Sincerely,  
Kenneth V. Schwartz, M.D.

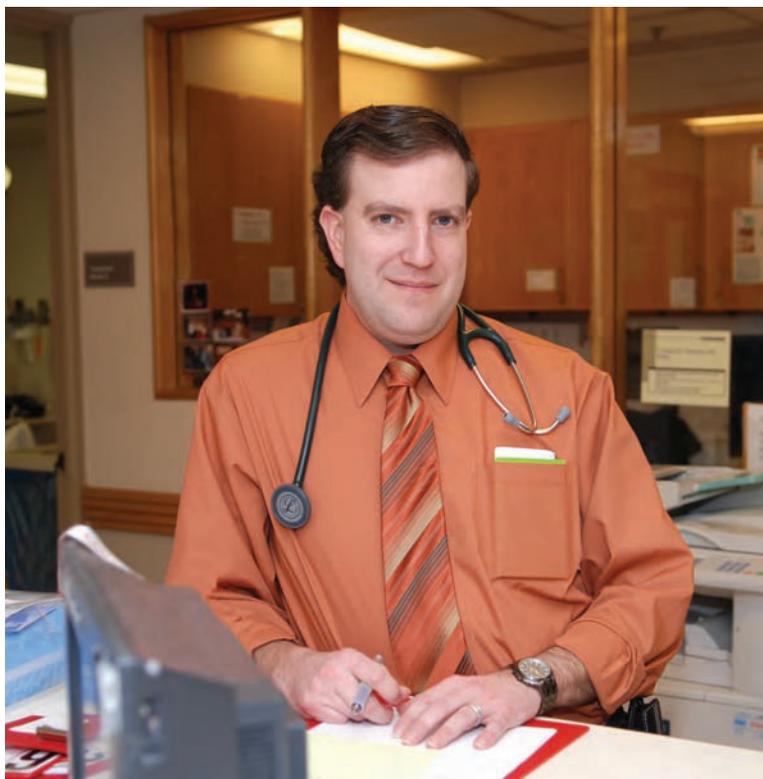
“THIS NEW “EXPECTATIONS” DOCUMENT WILL SERVE AS  
A BLUEPRINT, IF YOU WILL, FOR THE COMPETENCIES WE  
EXPECT OF OUR PHYSICIANS GOING FORWARD.”



**Neil Pearson, MD**, Griffin Hospital's 2007 Physician of the Year. Dr. Pearson, a cardiologist, was honored by the Nursing Division for serving as an advocate of the Planetree philosophy for patients and their families and demonstrating respect for nurses and the nursing profession.



**Paul Nussbaum, MD and Kenneth Schwartz, MD**, co-founders of the Griffin Hospital Mini Med School Program, which received a 2007 Spirit of Planetree Program Award for Information and Education. More than 200 community residents have completed the 10-week program since it began in Fall 2006.



**David Hendricks, MD**, a Griffin Hospital Emergency Physician, received a special Commissioner's Award from the Milford Fire Department in 2007. Dr. Hendricks, who on his way to pick his daughter up from school, was the first one on the scene of a motorcycle accident involving an off-duty Milford firefighter. Dr. Hendricks worked to stabilize the firefighter – who had a very bad leg injury and multiple rib fractures – until the ambulance arrived, and was recognized by the Milford Fire Commissioner for helping to save the man's life.





SUSAN FRAMPTON, PH.D.

“PLANETREE  
ENTERS ITS 30TH  
ANNIVERSARY  
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## MESSAGE FROM THE PLANETREE PRESIDENT

As the network of Planetree affiliates grew in 2007, so too did Planetree’s capacity to realize Angelica Thieriot’s vision of nearly 30 years ago to broadly transform the way healthcare is delivered. This past year, we welcomed thirteen new member organizations, among them critical access and community hospitals, continuing care organizations and large academic medical centers, including one of the largest hospital systems in the country. As an organization borne out of one woman’s conviction about what constitutes quality care and a truly healing environment, this growth is extremely gratifying, and is made even more so knowing that through extensive collaboration, publication and outreach, Planetree’s influence today extends well beyond our 135 affiliated sites.

In fact, when Planetree announced that October 2007 had been named the first-ever National Patient-Centered Care Awareness Month, it was met with enthusiastic and far-reaching support. Connecticut Governor M. Jodi Rell joined governors from eleven other states in signing a proclamation recognizing the importance of patient-centered care to all patients, their families and healthcare providers.

This widespread interest in patient-centered care, though, also obliges Planetree to work towards ensuring a level of consistency in what patients and their loved ones can expect from a patient-centered healthcare environment. 2007 marked a significant milestone in this regard, with the culmination of the pilot phase of the Designated Patient-Centered Hospital Program, designed to recognize hospitals that have most comprehensively implemented and sustained a culture of patient-centered care. The stage is now set for the more extensive roll-out of the program in 2008, with a refined set of criteria and a newly-established independent committee of healthcare experts to review sites’ applications. As one of the seven hospitals that participated in the pilot process, Griffin is well on its way toward achieving designation status, with its application set for final review in early 2008.

Development of the Patient-Centered Hospital Designation Committee is just one of the ways that Planetree reached out to like-minded individuals and groups in 2007. Partnerships with influential organizations like The Picker Institute, the Joint Commission, and the American Journal of Nursing have created new opportunities to advance the practice of patient-centered care through collaboration, best practice sharing and recognition for sites that have proven effective in meeting the full range of patient needs.

Meanwhile, Planetree continued striving to meet the full range of our affiliates’ needs. We expanded our consultancy services, hiring our first-ever staff architect and formalizing the model for Planetree Continuing Care. And with the first public reporting of HCAHPS scores imminent, we have added HCAHPS analysis to our menu of affiliate services.

With this release of HCAHPS data, Planetree will be equipped with another valuable tool to gauge patient expectations and to help poise our affiliates to meet those expressed needs. Using direct patient feedback to guide organizations in providing patient-centered care is hardly new, though, to Planetree. Over the years, implementation of the model has been relentlessly informed and fine-tuned by patient input. In the coming months, we will undertake the first-ever comprehensive analysis of data collected from patient focus groups conducted over the past several years. These focus groups will undoubtedly provide a wealth of knowledge about how patients feel about their care, and will be used to ensure that as Planetree enters its 30th anniversary year in 2008, the model remains as responsive and relevant as ever.

Sincerely,  
Susan Frampton, Ph.D.



PLANETREE

# PLANETREE AWARD WINNERS

MORE THAN 600 ENTHUSIASTIC STAFF, PHYSICIANS, BOARD MEMBERS, AND VOLUNTEERS FROM PLANETREE'S MORE THAN 130 MEMBER INSTITUTIONS ATTENDED THE 2007 PLANETREE CONFERENCE, HELD OCTOBER 3-5 IN WILLIAMSBURG, VIRGINIA. GRIFFIN HOSPITAL, WHICH CELEBRATED ITS 15TH ANNIVERSARY AS A PLANETREE HOSPITAL IN 2007, SENT ITS OWN CONTINGENT TO THE CONFERENCE, AND HONORED THE FOLLOWING PLANETREE AWARD WINNERS:

**Kenneth J. Dobuler, MD**, the 2007 Spirit of Planetree Physician Champion Award winner. Dr. Dobuler was among the first 35 honorees to receive this prestigious award, which Planetree introduced this year to recognize physicians at its affiliate hospitals for their ongoing contributions to furthering the Planetree model of patient-centered care. In practice at Griffin Hospital since 1981, Dr. Dobuler was a champion of Planetree when it was first introduced at the hospital, and has continued his passionate support and advocacy of all things Planetree over his decade-long tenure as Chairman of Griffin's Department of Medicine.



**Matt Milardo**, Griffin Hospital's 2007 Planetree Spirit of Caring Award winner, has worked at Griffin since he was a high school student. Now Director of Admitting and Business Services, Matt was recognized "for his ability to put people at ease, which is an asset not only when dealing with his staff and other co-workers, but also when dealing with patients and families regarding financial matters." Matt embodies the fundamental Griffin concept that "everyone is a caregiver."

**Ruth Tuccio**, Griffin's Therapy Dog Coordinator, and **McKenzie**, who was honored as Griffin's 2007 Therapy Dog of the Year at the Planetree Conference. McKenzie, 10, became a patient herself in 2007, recently losing her left hind leg to bone cancer and receiving chemotherapy. The photo was taken on the day McKenzie's guardian, Robin Kennedy, brought her back to visit her Griffin friends for the first time since her surgery.



# PLANETREE COMPONENTS

For the past decade and a half, the Planetree model of care has provided a framework for the cultural transformation that has taken place at Griffin Hospital. The Planetree “blueprint” for patient-centered care enables Griffin Hospital -- as well as more than 130 hospitals and healthcare facilities across the US and around the world -- to build on the 10 components below to create exceptional healthcare experiences for their patients and visitors.

## HUMAN INTERACTIONS

ARCHITECTURE & INTERIOR DESIGN  
CONDUCTIVE TO HEALTH & HEALING

THE IMPORTANCE OF THE NUTRITIONAL  
& NURTURING ASPECTS OF FOOD

EMPOWERING PATIENTS THROUGH  
INFORMATION AND EDUCATION

THE IMPORTANCE OF  
FAMILY, FRIENDS AND SOCIAL SUPPORT

THE IMPORTANCE  
OF HUMAN TOUCH

HEALING ARTS: NUTRITION FOR THE SOUL

COMPLEMENTARY THERAPIES

HEALTHY COMMUNITIES

SPIRITUALITY: THE IMPORTANCE  
OF INNER RESOURCES

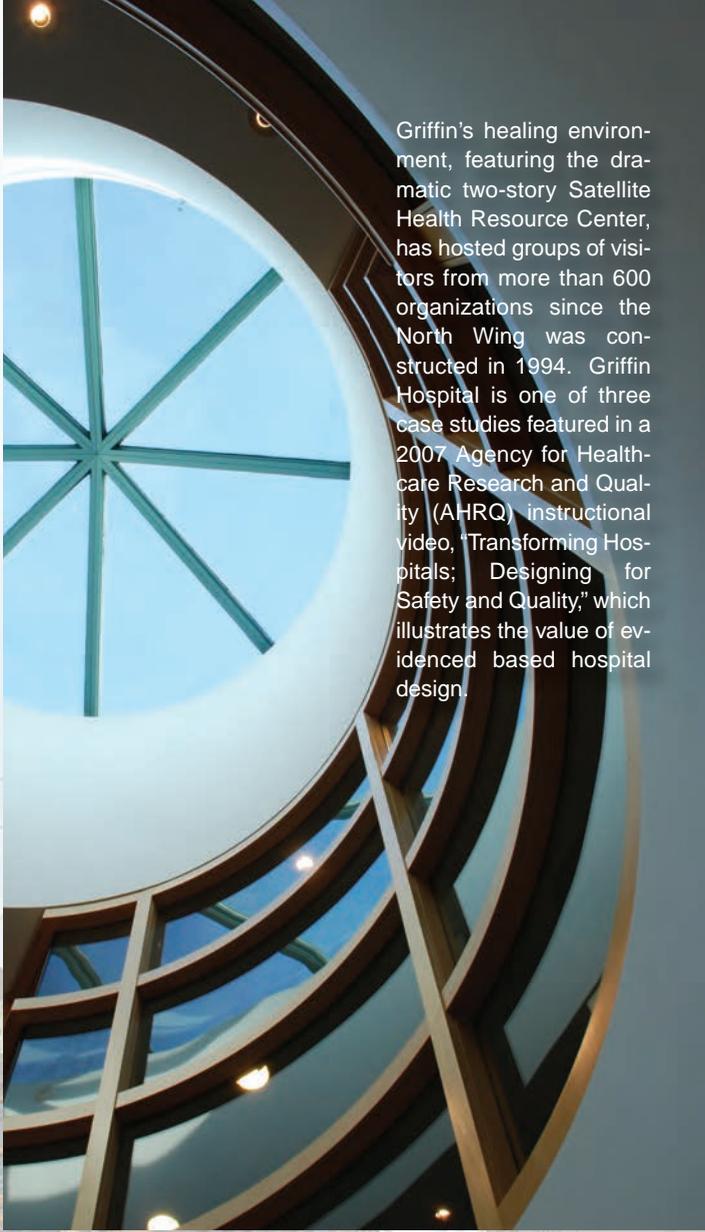
**SPIRITUALITY** as a Planetree component means that Griffin takes seriously the spiritual needs of patients, families, and staff. Being aware of the whole person and the connection of mind, body, and spirit is a responsibility all employees are familiar with and consider as a part of their work. But it is in the explicit scope of care and mission of the Department of Pastoral Care and Education that spirituality is most apparent.

Making sure that the spiritual needs are met regardless of a person’s religious affiliation is an important ingredient in patient-centered care. Spiritual support is offered to patients and families coping with a chronic disease, facing surgery, or an imminent health crisis. Spiritual care also provides support and assistance to persons involved in making meaning out of suffering and loss, as well as making sure a person’s particular traditions and cultures are honored and observed. To that end, the Department of Pastoral care offers a Bereavement Support Group and provides a time of meditation and prayer daily in the Interfaith Chapel.

As an affiliate of The HealthCare Chaplaincy, Griffin’s Pastoral Care and Education Department is accredited to offer Clinical Pastoral Education to seminarians and religious workers. Each year approximately 12 students from seminaries both locally and nationally participate as Chaplain Interns and learn the art of spiritual assessment and the connections between spirituality and health. In addition to meeting the needs of patients, Griffin Hospital Chaplains are also responsive and available for staff, playing a key role in the hospital’s efforts to “care for the caregiver.”



Guitarist **Al Melillo**, one of Griffin Hospital’s Arts & Entertainment performers, brings his soothing sounds to the hospital lobby and other areas twice a week. Al is a favorite of many hospital visitors, volunteers, and staff, who often check the monthly Arts & Entertainment calendar to see when and where he will be playing next.



Griffin's healing environment, featuring the dramatic two-story Satellite Health Resource Center, has hosted groups of visitors from more than 600 organizations since the North Wing was constructed in 1994. Griffin Hospital is one of three case studies featured in a 2007 Agency for Healthcare Research and Quality (AHRQ) instructional video, "Transforming Hospitals; Designing for Safety and Quality," which illustrates the value of evidenced based hospital design.

One of the mainstays of Griffin's Arts & Entertainment Program for the past decade, **Ted Haussler** has created more than 5,000 personalized picture frames for babies born at the hospital. As it is for many others, working at Griffin is a family affair for Ted. His daughter, Maureen Ryan, RN, works in the Digestive Disorders Center, and his granddaughter, Myra Mathews, recently joined the Physical Therapy Department.



**Alice Baldwin (left) and Pat Cannon**, Tuesday "regulars" with Griffin Hospital's Ambassador Plus program, have volunteered together as Ambassadors for the past two years. Their teamwork and commitment has created a "gold standard" for Griffin Hospital Ambassadors.

# 2007 HIGHLIGHTS



**Todd Liu**, Assistant to the President and CEO, holds the Premier I CareScience Select Practice National Quality Award, presented at a special awards celebration hosted by the Premier Healthcare Alliance.

Griffin Hospital has been honored by the Premier Healthcare Alliance with the 2007 Premier I CareScience Select Practice National Quality Award for superior patient outcomes in both quality and efficiency. Griffin is one of 49 hospitals nationally, the top 1 percent of acute inpatient facilities, recognized with the Select Practice Award. Among the more than 4,700 acute care inpatient facilities in the United States eligible to receive the award, Griffin Hospital exhibited the highest level performance in both quality and efficiency of patient care.



**The Griffin Hospital Retail Pharmacy launched “Rex the Talking Prescription Bottle” to assist patients who are visually impaired or have a reading disability.** Griffin pharmacists record the prescription information normally provided in print directly into the bottle and the patient plays the recording at home and follows the instructions. The talking bottle, which is provided free of charge with prescriptions by the Griffin Hospital Retail Pharmacy, was developed by MedivoxRx Technologies of Pittsburgh.

**Training Magazine once again named Griffin Hospital as one of the nation’s Top 125 employers for staff training and development.** It is Griffin’s second appearance on the list. Training Magazine, the training industry’s premier publication, selects 125 organizations that excel at human capital development. The companies are chosen based on criteria such as best training practices, evaluation methods and outstanding training initiatives.



**Michelle McCarthy, RN**, was named 2007 “Outstanding Nurse of the Year” by her peers in the hospital’s Nursing Division. Michelle, who has worked as a nurse at Griffin since 1978, is Supervisor of Same Day Surgery.



Pictured left to right: Carol Grabinski, Gloria Catroppa, Georgia Lascari, Tracy Fox, Nancy Beres, Barbara Dingle and Catherine Soda. Missing from photo: Linda Guardiano, Deborah Keefe, Karen Mandeveill, Kim Matysczak, Maureen Ryan, Deborah Bashlishan and Joan Waldorf.

# 2007 HIGHLIGHTS

**Griffin Hospital was awarded a \$50,000 grant from the Connecticut Health Foundation in support of Griffin's Health Literacy in Congestive Heart Failure Patients Study**, which will test an educational intervention to improve discharge instructions for congestive heart failure (CHF) patients. CHF accounts for more hospitalizations among older individuals and Medicare patients than any other medical diagnosis.

**Griffin Hospital and Stew Leonard's, the only two Connecticut companies on the FORTUNE Magazine "100 Best Companies to Work for in America" list, teamed up to distribute copies of "The Healthy Way," a new storybook for children published by Stew Leonard III Children's Charities.** The innovative program, which features an appearance by "Wow the Cow" and a reading of "The Healthy Way" book, was launched in May at Irving School in Derby. The program will continue to travel to schools throughout the Valley to spread the message of the importance of good nutrition.

**Griffin launched an awareness campaign following the release of data by the Connecticut Department of Public Health indicating the Valley's (Ansonia, Beacon Falls, Derby, Oxford, Seymour, and Shelton) colorectal cancer mortality rate was 28% higher than the rate among all state residents.** "Given how preventable colon cancer is and treatable it is in early stages, said Dr. Jeffrey Orell, Chair of the Griffin Hospital Cancer Committee, it is imperative that community residents age 50 and older or with other risk factors receive regular screening colonoscopies."



**Lisa Bisson of the Griffin Hospital Occupational Medicine Center was named one of Fairfield County's Brightest Stars in the Fairfield County 40 Under 40.** The award recognizes the accomplishments of select area business professionals under the age of 40. The program is sponsored by the Chambers of Commerce of Fairfield County, the Fairfield County Business Journal, ConnectiCare, and UCONN Stamford. Lisa serves as Client Services Representative for the Occupational Medicine Center in Shelton which is dedicated to improving the health, wellbeing and productivity of our working population.

**Griffin Hospital's Rapid Diagnostic Breast Center was awarded a \$33,000 grant from Susan G. Komen for the Cure at an awards ceremony at the State Capital Building.** Midge Johnson, MPH, Griffin's Breast Care Coordinator, and Luz Colville, Outreach Coordinator, received the grant on behalf of the hospital. This is the seventh year in a row Griffin has received grant dollars from this foundation. A total of 33 grants totaling \$625,000 were awarded at the ceremony, and Griffin's was the largest of the grants, reflecting the success of its Rapid Diagnostic Breast Center program.



**Mary Lou Golebieski, RRT, RPFT,** received a 2007 Wholeness of Life Award from the New York City-based Healthcare Chaplaincy, the leading multifaith, multicultural institute for pastoral care, education, research, and consulting in the United States. Mary Lou, Griffin's Director of Outpatient Scheduling and Physician Liaison, was honored for "providing holistic care to patients and their families by attending to the whole person: mind, body and spirit."



# 2007 HIGHLIGHTS

**In June, Griffin Hospital hosted its 20th annual Cancer Survivor's Day Celebration.** The event provides an opportunity for local cancer survivors, their friends, family, caregivers, and health-care professionals to join together to celebrate and demonstrate that life after a cancer diagnosis can be a reality. This year's program, themed "A Night at the Oscars," featured a canine fashion show with dogs from Griffin's Therapy Dog Visitation Program walking the red carpet, fabulous food and refreshments, music and dancing, and door prizes.

**Griffin Hospital received two national awards related to its Planetree patient-centered care model, for providing an exceptional patient experience and for its employee centric culture.** The Journal of Sacred Work of the Baptist Healing Trust selected Griffin as one of America's top ten Healing Hospitals. Erie Chapman, J.D., President of the Baptist Healing Trust said: "A Healing Hospital plants a culture of Radical Loving Care which pervades every aspect of the organization."



**Diane Wood, RPT**, Griffin Hospital's 2007 Employee of the Year. A Respiratory Supervisor in the hospital's Pulmonary Department, Diane was recognized for being a conscientious caregiver dedicated to Griffin's Planetree philosophy of patient-centered care. "I'm lucky enough to have spent my entire 26-year career at a place I consider a second home, doing a job I love, with amazing people around me every day," she says.

*Griffin Hospital  
congratulates our  
five 2007  
Nightingale  
Award recipients*

*We proudly  
join you in  
celebrating this  
accomplishment  
and thank you  
for your  
outstanding  
contributions  
and untiring  
dedication to  
the nursing  
profession.*

**Joan Blake, RN, CCM**

**Lori Martin,  
RN, BSN, Level II**

**Patricia O'Brien, RN, BSN**

**Edward Valente,  
RN, BSN, CCRN, Level III**

**Melody Martin, RN**

**Griffin Hospital**

[www.griffinhealth.org](http://www.griffinhealth.org)

# 2007 HIGHLIGHTS

**Diane Smith, an Emmy award winning broadcast journalist and author who hosts the show on WTIC Newstalk 1080 and Positively CT on CPTV, returned for the 7th consecutive year to serve as master of ceremonies for the Women Making a Difference in the Valley tribute luncheon and breast cancer awareness fundraiser.** Eight women including Violet Brennan and Evelyn Radovich of Seymour; Luz Colville, and Estelle D'Alessio of Derby; Jill DeWerd of Ansonia; Annie Hathway of Oxford; Denise Lucarelli of Shelton and Pamela Lorenzo, of the VNA of So Central CT were honored.

**Griffin Hospital and its President Patrick Charmel are spotlighted in the business book – “Fire Them Up!: 7 Simple Secrets to Inspire Your Colleagues, Customers, and Clients”** released in October by Emmy award winning journalist, Carmine Gallo.

**Griffin Hospital collaborated with Topco Associates, a privately held company that provides innovative solutions for its food industry member-owners and customers, to make the Overall Nutritional Quality Index, or “ONQI” available through thousands of retail grocery stores across the nation beginning in the fourth quarter of 2008.** The ONQI uses a sophisticated formula that considers approximately 30 nutrients and their influence on health and disease to generate a single score on a scale of 1 through 100 representing overall nutritional quality to enable consumers to select more nutritious and healthy foods. The ONQI was developed by a team of 12 leading nutrition experts from the United States and Canada, over a period of roughly two years. The team was convened, and the effort directed, by Dr. David L. Katz, co-founder and director of the CDC funded, Yale-Griffin Prevention Research Center.



# 2007 HIGHLIGHTS



The Center for Medical Aesthetics, a new service of the Griffin Faculty Practice, made its debut, offering the latest in IPL

technology in combination with advanced skin care products to provide skin rejuvenation and permanent hair reduction. During IPL, pulses of light are directed at the skin in specific wave lengths in order to heat targets on the skin and destroy the undesirable target tissues. The Palomar StarLux System, used by the Center, is the most versatile and effective light-based treatment available. All procedures are performed by a skilled staff of physicians and physician assistants.

Griffin launched its popular Health Empowerment Series in 2007, featuring informational talks by physicians and professional staff, promoting better health through information and education. The series is designed to enable participants to learn about some of the latest treatments and procedures being offered at Griffin Hospital and how they can play a more active role in managing their own health.



Griffin Hospital was named to FORTUNE magazine's "100 Best Companies to Work for in America" list for the eighth consecutive year in 2007, ranking #21 overall. As this 2007 Annual Report was going to press, the Griffin learned that it had made the FORTUNE list for the ninth consecutive year, an unprecedented achievement for a hospital. Griffin ranked 49th overall on FORTUNE's 2008 list, and 18th in the "Small Companies" (less than 2,500 employees) category.



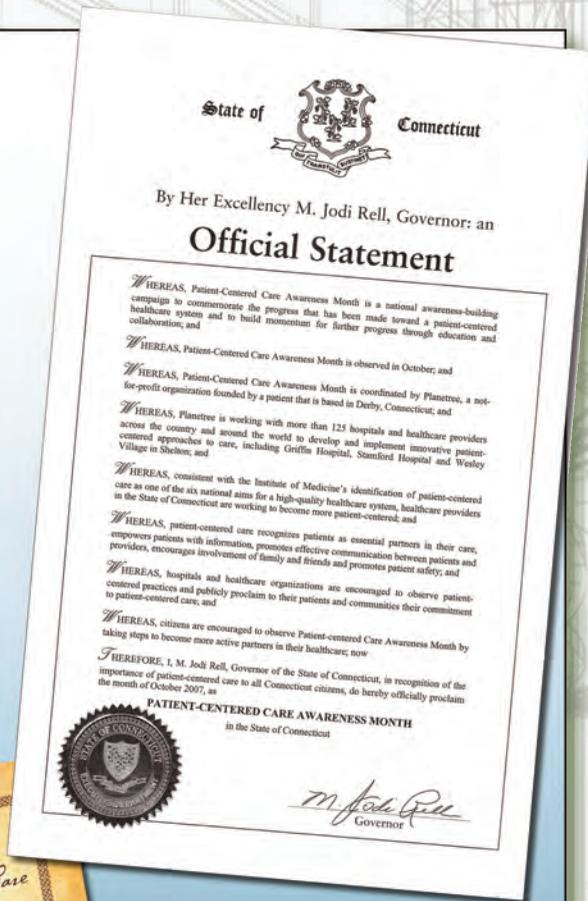


Griffin Health Services Corporation

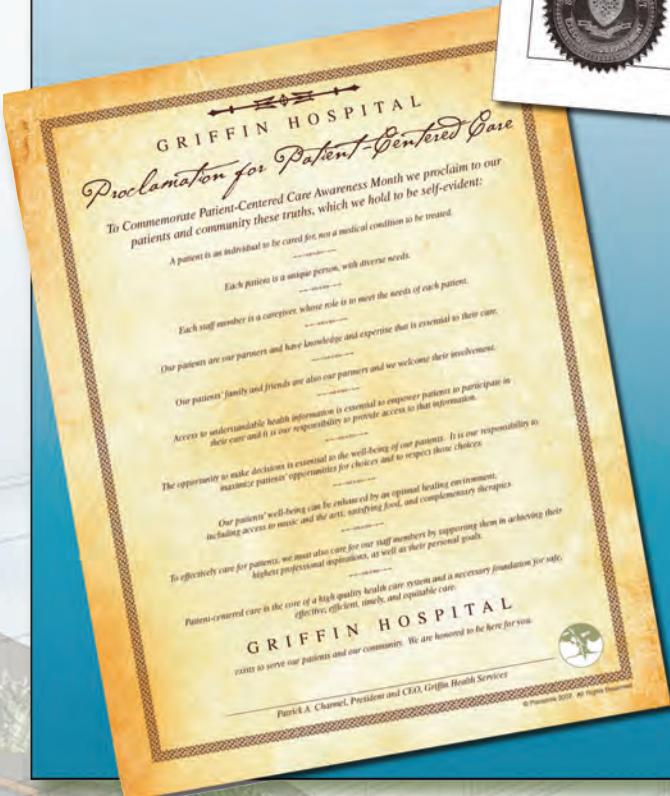
**Griffin Hospital**

is proud to be a

**Patient  
Centered  
Hospital!**



In October Griffin Hospital joined more than 125 hospitals, continuing care facilities and outpatient clinics across North America and abroad in an awareness building campaign of the work they are doing to complement their clinical capabilities with a patient-centered approach to care that prioritizes patient comfort, dignity, empowerment and well-being. Patient Centered Care Awareness Month was sponsored and coordinated by Planetree and was recognized via proclamation by 11 state governors, including Connecticut Governor M. Jodi Rell.



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Marsel Huribal, M.D.  
Taras Kucher, M.D.  
Timothy M. Manoni, M.D.  
Ben Marsan, M.D.  
Richard Salzano, M.D.  
Walter Kwass, M.D.\*  
Paul Demartini, M.D.\*  
James V. Lettera, M.D.\*  
Viswa B. Nathan, M.D.\*  
Chung K. Shin, M.D.\*  
Vasant B. Khachane, M.D.\*\*

## UROLOGY

Dilmer L. Diaz, M.D.  
Arnold D.C. Rivera, M.D.  
Harvey E. Armel, M.D.\*  
Milton E. Armm, M.D.\*  
Alan J. Malitz, M.D.\*  
Jeffrey Small, M.D.\*

\* Denotes Courtesy Staff

\*\* Denotes Visiting Consulting Staff

# FINANCIAL HIGHLIGHTS

<b>GRIFFIN HEALTH SERVICES CORPORATION</b>		
<b>YEAR ENDING SEPTEMBER 30</b>	<b>2007</b>	<b>2006</b>
<b>WE</b>		
BILLED FOR SERVICES TO OUR INPATIENTS	\$163,998,262	\$150,778,952
BILLED FOR SERVICES TO OUR OUTPATIENTS	\$142,645,238	\$128,273,639
RECEIVED FROM SOURCES SUCH AS GRANTS, FUND RAISING, CAFETERIA, ETC.	\$ 3,137,450	\$ 2,866,760
EARNED ON INVESTMENTS	\$ 229,504	\$ 1,546,531
<b>TOTAL</b>	<b>\$310,010,454</b>	<b>\$283,465,882</b>
<hr/>		
<b>WE BILLED AND DID NOT RECEIVE</b>		
FROM MEDICARE FOR SERVICES PROVIDED BECAUSE PAYMENTS ARE LIMITED TO A FIXED AMOUNT	(\$ 94,402,515)	(\$ 79,958,981)
FROM MEDICAID FOR SERVICES PROVIDED BECAUSE PAYMENTS ARE LIMITED TO A FIXED AMOUNT	(\$23,622,275)	(\$ 19,348,988)
FROM PATIENTS RECEIVING SERVICES UNDER CONTRACTUAL ARRANGEMENTS	(\$ 75,755,167)	(\$ 74,521,340)
FROM PATIENTS WHO WERE UNWILLING OR UNABLE TO PAY	(\$ 9,914,860)	(\$ 8,410,165)
<b>TOTAL WE BILLED AND DID NOT RECEIVE</b>	<b>(\$203,694,817)</b>	<b>(\$182,239,474)</b>
<b>THEREFORE, WE RECEIVED REVENUE FROM PATIENT CARE, OTHER SERVICES, AND INVESTMENTS OF</b>	<b>\$106,315,637</b>	<b>\$101,226,408</b>
<hr/>		
<b>OUR EXPENSES INCLUDED AMOUNTS</b>		
FOR EMPLOYEE COMPENSATION	\$ 49,887,986	\$ 46,120,202
FOR EMPLOYEE BENEFITS	\$ 12,492,969	\$ 12,912,761
FOR SUPPLIES AND SERVICES	\$ 37,485,886	\$ 35,970,157
FOR DEPRECIATION COST OF BUILDINGS AND EQUIPMENT	\$ 4,182,100	\$ 3,709,602
FOR INTEREST ON BORROWED MONEY	\$ 1,561,608	\$ 1,378,370
<b>TOTAL EXPENSES FOR PATIENT CARE AND OTHER SERVICES WERE</b>	<b>\$105,610,549</b>	<b>\$100,091,092</b>
<b>THEREFORE RESULTING IN A NET GAIN (LOSS) OF</b>	<b>\$ 705,088</b>	<b>\$ 1,135,316</b>

# COMMUNITY BENEFITS

Griffin Hospital has become much more than a place where illness is treated and medical services are provided. The hospital reaches out to the community in a variety of ways, creating partnerships to form an extensive system of regional community health support. Griffin offers dozens of support groups, training sessions, educational opportunities, screenings, wellness programs, and other community-based resources and activities that promote better health for people of all ages.

While it is not uncommon for hospitals and medical centers to offer these services on premises, Griffin Hospital literally goes the extra mile – thousands of them – to bring many of these vital community services directly to the people who need them. Griffin's new state-of-the-art Mobile Health Resource Van, which officially hit the road in April 2007, visits approximately 35 sites a month, as well as virtually every other fair, festival, and community gathering in the Valley. A snapshot of some of Griffin's community benefit activities follows:

## GRIFFIN HOSPITAL/VALLEY PARISH NURSE PROGRAM

Total Resident Contacts	39,771
Sites Visited by Mobile Health Resource Center	651
Health Screening Recipients	11,024
Number of People Referred for Care	13,826
Education/Wellness Programs Offered	668
Attendees at Education/Wellness Programs	20,835
Bike Helmets Provided and Fitted	1,061
Pedestrian Safety Program Participants	1,376
Infection Control/ "Germ Buster" Program Participants	1,239
Drug/Alcohol/Smoking Prevention Calendars Distributed	6,221
Infant/Booster Car Seats Provided and Installed	539
People Trained in CPR	2,157
AEDs Placed at Community Sites	48
CHIP (Childhood Identification Program) Participants	1,944

## GRIFFIN HOSPITAL PROGRAMS AND SERVICES

Educational Program Attendees	700
Childbirth Preparation Program Attendees	766
Support Group Attendees	1,500
Health Resource Center Users	14,714
Charger School-Based Health Center Enrollees	904
Healthy Beginnings Return Visits	662

## COMMUNITY BENEFIT

Number of Free Care Recipients*	420
Total Amount of Free Care Provided	\$2,135,179
Revenue to City of Derby from State for Griffin Hospital Under PILOT (Payment in Lieu of Taxes) Program-Fiscal 2007	\$1,197,440

\*Includes free and discounted care



**Daun Barrett, RN**, Director of the Griffin Hospital Parish Nurse Program, was joined by her fellow parish nurses in accepting the 2007 Silver Medal Award from the Valley Chamber of Commerce. The Parish Nurse program was recognized for its many years of bringing vital health resources to congregations throughout the Valley.



**Diane Guillet, RN and Mary Swansiger, RN**, of the Griffin Hospital Parish Nurse Program, with the hospital's new 29-foot Mobile Health Resource Center. Each month, the van visits more than 30 sites around Griffin's service area, conducting health screenings, distributing wellness information, and connecting community residents with various health services and resources.



David E. Garamella, CFRE  
Director - Griffin Hospital  
Development Fund

# MESSAGE FROM DIRECTOR & PHILANTHROPY COUNSEL, GRIFFIN HEALTH SERVICES

DEAR FRIENDS & SUPPORTERS,

I am excited to report that the 2007 fiscal year was one of solid achievement and new records for the Griffin Hospital Development Fund. An unprecedented \$4,261,368 million was raised, compared with the previous year's record total of \$2,294,261. These impressive results are a reflection of the partnership between the Development Fund staff, Griffin leadership, and the generosity of 3,537 donors who committed to Griffin's success. This historic effort builds upon the foundation for the Hospital's philanthropic successes now and well into the future.

Your philanthropic gifts enabled us to fulfill our mission and enrich the healing experience we have all come to expect at Griffin Hospital. Our "blueprint" for creating a culture of philanthropy requires the participation of the entire Griffin community -- patients, friends, volunteers, physicians, and staff. Each person who lends his or her gifts to the hospital strengthens it, and a sample of this support follows:

### Local Foundation Makes History at Griffin

Funds totaling over \$1 million from the Hewitt Foundation to our "Breaking New Ground" Capital Campaign for the Ambulatory Care Pavilion and Community Cancer Center launched the community phase of the campaign. In consideration of the largest gift to this campaign or any previous Griffin campaign, the portion of the building that will house Ambulatory Care Pavilion will in perpetuity be officially called the Hewitt Pavilion at Griffin Hospital.

### Local Women's Group Donates to Griffin's Rapid Diagnostic Breast Center

Large gifts are transformational for the Hospital — immediately and for years to come. They are not, however, the only donations that create impact. GHDF received many such gifts from individuals, families, businesses and foundations eager to participate in the exciting effort to move Griffin forward. One such group, Full Circle, a women's interest group, led by local residents Amy Kopchak and Tamara Rydz donated new pajamas to women currently undergoing treatment for breast cancer at Griffin.

### Volunteers Give Back

Hospital Volunteers Contributed \$42,000 to GHDF in FY'07. Griffin's mission is assisted by approximately 360 active volunteers, meriting a special fundraising campaign for this important constituency. A small committee of key volunteers was formed in June of 2007. Volunteers were encouraged to make the maximum commitment to the campaign, commensurate with their ability. One volunteer made an unprecedented gift of \$10,000. In recognition of volunteers' generosity to the Breaking New Ground campaign, a patient care area within the new building will be named in their honor.

### Hospital Employees Set Record Level of Giving

Employees have become valuable community ambassadors and vital assets in the hospital's capital campaign fundraising endeavors. Griffin employees have already donated over \$750,000. Many employees who are supporting the Breaking New Ground campaign are first time donors, and many more have significantly increased their previous giving to Griffin's campaigns, while maintaining their regular support to the annual fund.

Like you, these people and institutions believe in Griffin's mission; their loyalty has helped to shape Griffin into what we are today. Celebrate in our shared achievements and remember that your generosity makes this all possible. As we continue on the hospital's and the Valley's largest fundraising initiative ever, we hope your philanthropic support of the "Breaking New Ground Campaign" will reflect the importance of this project to our community. Thank you for your support.

Sincerely,

David E. Garamella, CFRE  
Director, Griffin Hospital Development Fund



Jennifer Wilhelm  
Senior Development Officer



Agnes Cisto  
Development Coordinator

# PHILANTHROPIC HIGHLIGHTS 2007

## THE STATE OF PHILANTHROPY

### “Breaking New Ground” Capital Campaign

The Ambulatory Care Building and Community Cancer Center will be one of the most significant clinical additions to the hospital in decades. In order to make this dream a reality, we will need the generous contributions of many hundreds of individuals, businesses and organizations. With your support, the community will create for its benefit and for the generations to follow, a source of care that will, in time, positively affect the lives of nearly every family in the region.

We have now completed our first full year of campaign fundraising (Through December 31st, 2007) for our “Breaking New Ground” Campaign for a new Ambulatory Patient Care Center and Community Cancer Center and the total of all gifts and pledges is well over \$4 million putting us well on our way to the \$5.5 million dollar goal we have been charged to meet. Much of this success can be attributed to the generosity of you!



**Sandy Mansfield**, Switchboard Operator, and **David Garamella**, Director of the Griffin Hospital Development Fund, hold the throw that Sandy knitted for the Breaking New Ground Campaign. The throw will be given to the first patient at the new Community Cancer Center when it opens in Fall 2008.



THE AUTUMN ELEGANCE GALA AND GRIFFIN GOLF CLASSIC WERE ONCE AGAIN VERY SUCCESSFUL EVENTS, CONTRIBUTING TO THE \$520,000 TOTAL RAISED IN 2007 THROUGH SPECIAL EVENTS.

CAMPAIGN DIVISION	TOTAL COMMITTED
Trustee / Leadership	\$227,844
Medical Staff	\$306,100
Employees	\$763,000
Volunteers	\$37,830
Lead/Major Gifts	\$320,000
Corporations & Foundations	\$1,652,730
Federal Appropriation	\$383,000
Community Gifts	\$315,100
<b>TOTAL COMMITMENTS TO DATE</b>	<b>\$4,005,604</b>
<i>(As of January 3, 2008)</i>	

The significance of this Campaign extends beyond the lives of the patients and loved ones who will no longer have to leave their local community for first rate cancer treatment. The campaign also has raised the bar in this region for philanthropy as we continue to challenge local individuals, families and businesses to consider the importance of this project, and accordingly, endorsing it with philanthropic giving at a level unprecedented in this community. We continuously ask all to be as generous as you can, and enjoy the gratification of knowing your contribution is one that will truly make a difference.



THE GRIFFIN  
HOSPITAL  
DEVELOPMENT  
FUND  
FY2007  
AT A GLANCE

TOTAL DONORS  
3,537

TOTAL NUMBER OF  
GIFTS MADE  
11,457

MEMORIAL GIFTS  
\$17,293

NON OPERATING  
REVENUE  
\$175,355

ANNUAL GIVING  
\$205,623

RESTRICTED GIFTS  
\$360,543

SPECIAL EVENTS  
\$520,000

PLANNED GIVING  
\$547,000

“BREAKING NEW  
GROUND CAMPAIGN”  
\$2,435,554

TOTAL GIVING  
AND REVENUE  
\$4,261,368

PHILANTHROPIC HIGHLIGHTS 2007

**Naming Opportunities**

Griffin Hospital welcomes the opportunity to publicly recognize donors who significantly contribute to the success of the Breaking New Ground Campaign with a menu of naming opportunities. These naming opportunities are each connected to an important component of the hospital's campus expansion project. Unless otherwise noted, the spaces identified below will be located within the new Ambulatory Care Building or the Community Cancer Center housed within. Donors have the option of making a gift in their own name or in honor/memory of a loved one.

NAMING OPPORTUNITIES	MINIMUM
Ambulatory Patient Care Pavilion <i>Reserved</i>	\$1,000,000
Community Cancer Center	\$1,000,000
Emergency Department (located within main hospital building)	\$1,000,000
Main Lobby	\$500,000
Healing Garden <i>Reserved</i>	\$500,000
Rapid Diagnostic Breast Center (located within main hospital building)	\$500,000
Laboratory (located within main hospital building)	\$500,000
Operating Room (located within main hospital building)	\$500,000
Integrative Medicine Center	\$250,000
Radiation Treatment Planning Room/CT Simulator Suite	\$250,000
Resource Library	\$250,000
Linear Accelerator Suite	\$250,000
Parking Areas (2)	\$250,000
Chapel <i>Reserved</i>	\$100,000
Café <i>Reserved</i>	\$100,000
Conference Rooms (2)	\$100,000
Fountain <i>Reserved</i>	\$100,000
Physical Therapy Gym	\$100,000
Patient Waiting Areas: Radiation Therapy (2); Special Procedures; Physical Therapy	\$50,000
Hydrotherapy Pool	\$50,000
Cardiac Rehab Exercise Room	\$50,000
Boutique	\$50,000
Piano <i>Reserved</i>	\$25,000
Physician Offices (2)	\$25,000
Radiation Oncology Examination Rooms (3) 1 of 3 <i>Reserved</i>	\$25,000
Massage and Acupuncture Rooms (2)	\$25,000
Staff Lounges (3): Radiation Oncology; Special Procedures; Physical Therapy	\$25,000
Radiation Oncology Family Consultation Room <i>Reserved</i>	\$10,000
Radiation Oncology Dressing Rooms (2)	\$10,000
Physical Therapy Treatment Rooms (9)	\$10,000
Administrative Offices (3)	\$10,000

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Vice President, Legal Affairs



Marge Deegan  
Vice President,  
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Todd Liu  
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**Griffin Hospital**

GRIFFIN HEALTH SERVICES CORPORATION  
130 DIVISION STREET, DERBY, CT 06418

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CALL INFOSOURCE AT (203) 732-7211  
OR VISIT OUR WEBSITE,

[WWW.GRIFFINHEALTH.ORG](http://WWW.GRIFFINHEALTH.ORG)



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A PLANETREE AFFILIATE