

GRIFFIN HOSPITAL 2008 ANNUAL REPORT



HONORING THE PAST, CELEBRATING THE PRESENT,
PREPARING FOR THE FUTURE





1909-2009
A CENTURY OF CARING

Griffin Hospital Receives Patient-Centered Hospital Designation

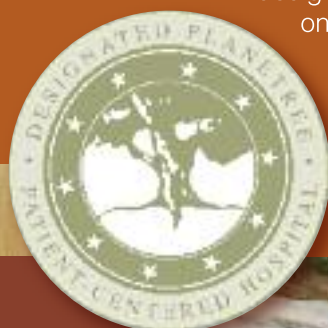
Following a rigorous review of its culture, programs, policies, practices, and environment of care, Griffin Hospital was recognized as one of the nation's most patient-centered hospitals by Planetree, Inc. at the organization's 2008 annual conference, held October 19 – 22 in Chicago.

Now officially designated as a "Planetree Patient-Centered Hospital," Griffin is one of only eight hospitals nationwide to have achieved this distinction since the designation program's inception in 2007.

The "Planetree Patient-Centered Hospital" designation is the only formal designation program that recognizes individual hospitals' achievement in fostering a culture in which providers partner with patients and where patient comfort, dignity, empowerment and well-being is prioritized with providing top quality clinical care. Designated hospitals are also nationally recognized by The Joint Commission, which has approved the designation program as one of the awards it recognizes on its "Quality Check" website in the special quality awards section.

The program is coordinated by Planetree; however all designation determinations are made by an independent committee whose membership includes national healthcare experts associated with the American Hospital Association, Agency for Healthcare Research and Quality, Institute for Healthcare Improvement, and The Joint Commission. Committee members also include CEOs from previously designated hospitals. In addition, all designated sites must meet or exceed national benchmark data on the HCAHPS survey and on several CMS quality measures.

"Planetree is very pleased to award Griffin with this designation," said Susan Frampton, Ph.D., Planetree's President. "This achievement is a true testament to the staff and leadership at Griffin, each of whom has played a crucial role in integrating the philosophy of patient-centered care into their day-to-day work."



Cover: Griffin's original 1909 hospital building
Right: The healing garden and waterfall at the
Center for Cancer Care at Griffin Hospital, which
opened in October 2008.



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Lobby of the Center for Cancer Care

Griffin at a Glance

	2008	2007
Licensed Beds	160	160
Bassinets	20	20
Discharges (including newborns)	7,617	7,844
Patient Days	34,779	34,007
Outpatient Visits	172,227	167,304
Average Length of Stay	4.57 days	4.34 days
Newborns	675	797
Emergency Department Visits	38,895	38,131
Laboratory Procedures	761,289	716,535
Psychiatric Visits	14,549	14,799
Total Radiology Procedures	73,604	71,540
Sleep Lab Visits	1,061	1,075
Digestive Disorders Center Cases	3,298	3,855

Staff Statistics	2008	2007
Employees	1,381	1,348
Active Medical Staff	150	145
Courtesy Medical Staff	134	138
Visiting/Consulting Staff	11	20
Nurses	288	292
Residents in Training	31	31
Volunteers	375	360
Volunteer Hours	58,778	57,385

We concluded the first century of service to our community in a year that was one of the most dynamic in Griffin's history. 2008 will be remembered for its dramatic achievements and extraordinary challenges.

The capabilities that fueled our accomplishments and the strength that enabled us to overcome the formidable challenges we faced were built over time through the hard work and dedication of the thousands of Griffin Hospital family members (doctors, clinical and support staff, and volunteers) that have served our organization over the past 100 years and in doing so built a solid foundation to support not only our current efforts but also the care and service we will provide in the years to come.

The annual report that follows defines the legacy that was passed on to us by Griffin's founders, highlights the accomplishments of the past year that have added to that legacy, and describes our ambitious plans for the future.

The most notable and visible accomplishment of 2008 was the completion of the first phase of our campus expansion and facilities development project begun in early 2007, which resulted in the opening of the Hewitt Ambulatory Care Pavilion and Center for Cancer Care constructed on the hospital's new West Campus. The Center for Cancer Care was established in response to the expressed need of community residents for locally available comprehensive cancer treatment services. The burden to Valley cancer patients and their families of having to access cancer treatment services including radiation therapy outside of our community compelled regulators, local officials, the state's financing authority, the investor community, potential donors and the hospital's governing board to support this important project. What made the project even more compelling was the fact that construction of an ambulatory care building would allow for the relocation of our outpatient rehabilitation services to make way for the much needed expansion of the hospital's Emergency Department, which is the project's second phase.

Support for the Center for Cancer Care and Emergency Department expansion has taken many forms and has been provided by countless individuals too numerous to mention by name. From the cancer patients who participated in focus groups to share the details of their treatment experience in an effort to guide the development of more

patient-centered cancer treatment facilities and services to the hundreds of Griffin employees and thousands of community residents who contributed to the "Breaking New Ground" fundraising campaign, the outpouring of support was overwhelming and inspiring, and to all those who provided it we are deeply grateful.

The project team that accomplished the formidable task of creating our new facility that has set the standard for patient-centered cancer care and healing cancer center design was led by Marge Deegan, Vice President of Ambulatory Services and included Griffin Vice Presidents Paul Toburen, Seth Shepard and Jim Moylan; Development Directors David Garamella and Connie Evans, management members Christine Cooper, George Tomas, Mary Lou Golebieski, Gene DeLaurentis, Mary Ellen Price, Trish DeGennaro, Gary Valentine, and Susan Shellard, and Chiefs of Service Dr. Jeffrey Orell, Dr. Joseph Cardinale, and Dr. Ihor Ponomarenko. The project architects included Douglas Disbrow, David Neal, Kyle Slocum, Tom Swale, and Carrie Frasca of the SLAM Collaborative, and our construction managers were Joe Rossetti, Joe Chromzak, Nate Tarcy and Vinny Bartoli with Turner Construction. I thank Marge Deegan for her strong and visionary leadership, the design team for their creativity and dedication to the principles we established, the construction managers for their efficiency and attention to detail, and the physician leaders for their patient care insights, clinical expertise, and spirit of collaboration. The primary project team members were assisted by many other members of the Griffin family. They too deserve our thanks.

With the opening of the Hewitt Pavilion and the Center for Cancer Care, the facilities development project has moved into its second phase, which includes extensive renovation of and infrastructure improvements to the hospital's East Wing built in 1968. The hospital's Emergency Department, located on the ground floor level of the East Wing, was designed to accommodate 24,000 patient visits per year. The hospital's Clinical Laboratory, also located on the East Wing's ground floor, was designed to serve the needs of hospitalized patients and outpatients referred to the hospital for laboratory testing by members of the hospital's medical staff. The population of the community served by the hospital has grown since 1968. As it grew, Emergency Department visits increased. Similarly, demand for the services of the hospital's Clinical Laboratory have grown in part due to community population growth but also in response to an expansion of service to the patients of 23 long-term care facilities throughout Southern Connecticut. Annual Emergency Department visits have increased to more than 38,000, and tests performed by

Message from the President and CEO

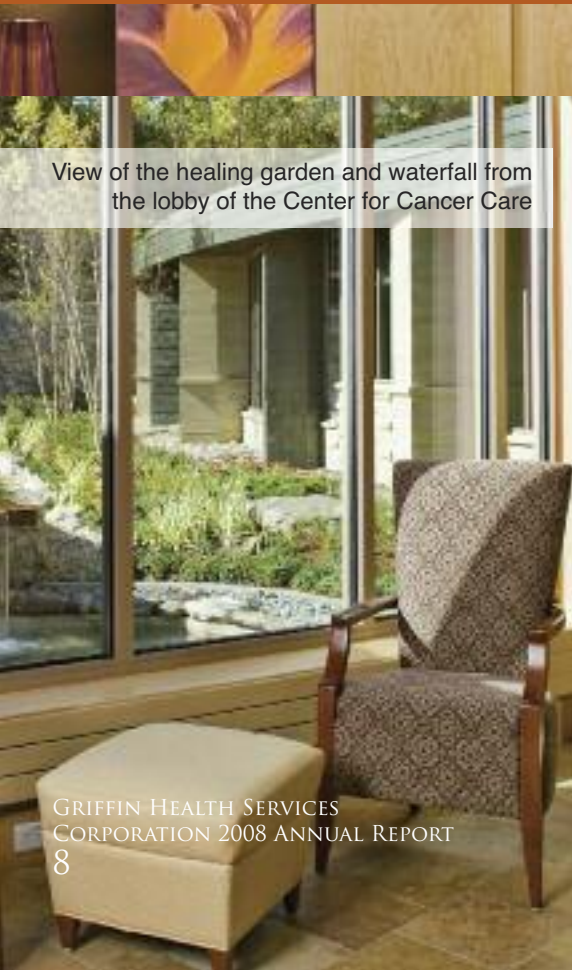


Patrick A. Charmel

Entrance to linear accelerator vault at the Center for Cancer Care

Message from the President and CEO

“Feedback from patients and families on the services and facilities in the Hewitt Pavilion and Center for Cancer Care has been overwhelmingly positive. The demand for Griffin’s outpatient rehabilitation services has grown and the number of cancer patients referred for evaluation and treatment has exceeded initial projections.”



View of the healing garden and waterfall from the lobby of the Center for Cancer Care

GRIFFIN HEALTH SERVICES
CORPORATION 2008 ANNUAL REPORT

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the hospital's Laboratory have grown to more than 1.8 million annually. The volume of activity in both the Emergency Department and the Laboratory now far exceeds that for which their facilities were designed. Insufficient physical capacity to meet current demand has impeded the ability of our Emergency Department and Laboratory professionals to deliver the level of care and service to which they aspire and which those that we serve expect.

To address these deficiencies, construction of a new state of the art Clinical Laboratory is now under way as is the renovation and expansion of our Emergency Department. The new Laboratory was designed with staff comfort, efficiency, flexibility, and future automation in mind. The expanded Emergency Department will be 50% larger and was designed to allow the delivery of patient-centered emergency care in a healing environment that incorporates the relevant components of the Planetree model. Treatment rooms will be standardized and equipped with the latest medical and information technology to ensure that care provided is safe and effective. Public spaces will be spacious, warm and inviting. Facilities for support functions will be well organized to facilitate rapid processing, efficient operation and shorter patient waiting times. Staff facilities will provide respite to Emergency Department caregivers who face relentless demands.

The phase two project team is also led by Marge Deegan and consists of Vice President of Patient Care Barbara Stumpo, Emergency Medicine Department Chairman Dr. Greg Boris, Emergency Department Director Dave Ryan, Laboratory Director Jim Zibluk, and Pathology and Laboratory Medicine Chairman Dr. Stephanie Wain, along with many Griffin managers and executives, architects and construction professionals who worked on phase one. We look forward to seeing the fruits of their labor when the new Clinical Laboratory and Emergency Department open in the fall of 2009.

To finance the campus expansion and facilities development project the hospital issued \$34 million of taxable and tax exempt bonds through the Connecticut Health and Education Facilities Authority (CHEFA) in March 2007 at very favorable interest rates, and initiated the “Breaking New Ground” capital campaign to raise \$5.5 million. As described by Connie Evans, Griffin’s new Director of Development and Griffin Health Services Corporation Board Chairman Jack Betkoski in their reports, the capital campaign is close to achieving its goal, despite the declining economy. This is due to the generosity of the Griffin family, community residents, and area foundations and corporations. The meltdown of U.S. financial markets

and the resulting economy has had a much greater adverse impact on the cost of our debt financing. Absorbing that impact and limiting its damage was one of the greatest challenges we faced in 2008.

The hospital took advantage of favorable variable rate financing at the time of its debt issuance. Taxable and non-taxable auction rate bonds were issued with the understanding that they would be remarketed weekly, resulting in low short-term (rather than higher long-term) interest rates. Auction rate bonds and the auction rate bond market that supports them had been stable for more than 20 years, making auction rate bonds a low-risk and lower-cost alternative to 30-year fixed rate bonds. To protect against rising interest rates the hospital purchased interest rate protection via an interest rate swap, which converted our variable rate debt to synthetic fixed rate debt at a lower total cost than traditional 30-year fixed rate bonds.

To enhance the hospital's credit worthiness in order to increase the attractiveness of the hospital's bonds in the marketplace, we purchased bond insurance from Radian Asset Assurance, Inc. Griffin's insured bonds carried an “A” rating. When initially priced, Griffin's taxable auction rate bonds paid a 5.27% interest rate. The tax exempt auction rate bonds paid 3.85%. Both the taxable and tax exempt bonds were oversubscribed when they were initially offered for sale, indicating strong demand.

However, less than a year later in February 2008, Griffin's bonds failed to sell in a weekly remarketing auction. This was not unique to Griffin; auction rate bonds issued by some of the most prestigious hospitals and universities in the country failed to resell during the same period. Unfortunately, the terms of our bond documents stated that bondholders who are forced to hold bonds because of an inability to sell them in the weekly remarketing auction due to insufficient demand be compensated with a much higher “default” interest rate. The taxable bonds carried a default interest rate of 15%, and the tax exempt bonds carried a default rate of 12%. When Griffin's remarketing auctions “failed,” we began to incur added interest expense of \$60,000 per week, creating an urgent situation that jeopardized the hospital's financial viability.

The cause of the auction rate bond market's collapse was not a deterioration of the underlying credit worthiness of the bond issuers, but credit concerns about the bond insurers and letter of credit banks that serve as credit enhancers. Radian and the other bond insurers not only wrote insurance on conventional municipal and institutional bonds, but also wrote bond insurance on mortgage-

backed securities that included sub-prime home loans. When sub-prime borrowers began to default on their mortgages in growing numbers, credit markets became concerned that bond insurers who guarantee mortgage-backed securities would have increased loss exposure. The bond insurers quickly saw their credit ratings decline. Letter of credit banks also saw their credit ratings decline because they held sub-prime loans and securitized mortgages. Due to questionable credit enhancement, risk-adverse bond buyers no longer found auction rate bonds attractive.

Griffin was forced to refinance its auction rate bonds in May of 2008 to avoid the expense of continued onerous default interest rates. The refinancing was accomplished by a talented team of financial professionals led by Griffin's Chief Financial Officer, Jim Moylan and supported by CHEFA Executives Richard Gray and Jeff Asher. Nevertheless, the damage caused by the auction rate bond market failure was considerable. Additional interest expense incurred in 2008 totaled more than \$600,000. The hospital was forced to expense the \$631,000 in financing costs associated with the March 2007 bond issue when it was refinanced. Normally those costs would be amortized over the 30-year life of the bond issue. These expenses and others, as well as a negative investment return from a declining stock market, resulted in a non-operating loss that more than offset the healthy gain from operations the hospital achieved in 2008.

While we believe that we are now better insulated from the turmoil in the credit markets, the sagging economy and rapidly rising unemployment will present new challenges in 2009. The unemployment rate, which is expected to peak at or above 10% in Connecticut, will result in a growing number of uninsured.

Lack of insurance creates a barrier to care resulting in decreased hospital utilization. It also results in increased free care and bad debt when uninsured patients lack the means to pay for essential services that they can't avoid. The threat of job loss and declining home and retirement fund values are likely to prompt insured individuals with high deductible insurance coverage to avoid preventive services and elective care to reduce out-of-pocket healthcare costs. Declining utilization and increasing free care and bad debt will reduce hospital profitability and force the hospital to improve efficiency to remain viable. The financial implications for the hospital and the public health implications for our com-

munity are significant. We will work hard to address both, and I am confident that we will succeed.

Despite the hostile economic environment we face, the hospital is moving forward with its plans to establish a comprehensive diagnostic center in Shelton at the Ivy Brook Medical Center. Growth of our hospital-based diagnostic services such as computerized tomography (CT) and magnetic resonance imaging (MRI) has led to high utilization. Given expected continued growth, the need exists to expand outpatient capacity and to decompress the hospital's Radiology Department, which also serves a growing number of Emergency Department and hospitalized patients.

We believe that outpatients are best served in a free standing ambulatory care facility that is easily accessible from where community residents live and work. By creating such a facility and offering superior technology with unique capabilities and an exceptional patient-centered experience, we hope to strengthen our position as the preferred diagnostic services provider in the region and to serve patients with special needs from beyond our community who can't be served elsewhere.

While Griffin began as a hospital serving the acute care needs of the Lower Naugatuck Valley community, it has grown into a broad and diverse organization whose impact can be felt across the country and around the world. In her report Planetree President Susan Frampton describes the growth of Planetree's affiliate network and international presence and the growing recognition that Planetree is defining patient-centered care and leading the patient-centered care movement in the U.S. and around the world. The presence of the Planetree National Office within the hospital provides us with direct access to Planetree's valuable resources and strengthens our commitment to the Planetree patient-centered care philosophy. The strength of our commitment was recognized by Planetree and an independent panel of national healthcare experts who in 2008 designated Griffin as one of only eight Patient-Centered Hospitals in the country.

The work of the hospital's Prevention Research Center (PRC) is also having an impact well beyond our local community. The Overall Nutritional Quality Index (ONQI), developed by PRC Medical Director Dr. David Katz in collaboration with a team of top nutrition scientists from throughout North America, is generating scores from 1 to 100 that rate the nutritional quality of food. In a part-

nership with Topco, a purchasing cooperative owned by more than 40 independent supermarket chains located across the United States, Griffin is commercializing the ONQI technology under the name NuVal (for **Nutritional Value**). Participating supermarkets will place NuVal scores on the shelf label beneath every food item available for sale to aide consumers in making nutritious choices. Nuval scores are already available in Price Chopper stores in the Northeast and Hy-Vee stores in the Midwest. We expect to see Nuval scores in thousands of supermarkets by the end of 2010.

While pursuing opportunities to expand Griffin's capabilities and influence, we have not lost sight of Griffin's core care-giving mission and commitment to meeting the healthcare needs of the local community we serve. That commitment is evident in the establishment of the Center for Cancer Care, the Emergency Department expansion, and the Shelton diagnostic center, as well as in our ceaseless effort to improve patient care quality and safety, which resulted in the following accomplishments during 2008: Surgical site infections were reduced more than 40% by encouraging patients to wash with a disinfecting cleanser the night before surgery. Hospital acquired MRSA infections (Methicillin Staph Aureus) infections decreased 62% by increasing hand hygiene education, making alcohol-based disinfecting gel dispensers and standard precaution equipment (gowns, masks and gloves) more accessible. Central Line Infections were eliminated and Ventilator Associated Pneumonia cases were reduced to one by implementing evidence-based guidelines. In addition, Congestive Heart Failure (CHF) readmissions were reduced 20% by implementing multidisciplinary education for CHF patients. These improvements were made possible by Griffin's caregivers, who have established a high standard of performance to which they hold themselves and in which they take great pride. That pride and the support Griffin family members provide to each other make Griffin a great place to work, and prompted FORTUNE Magazine to recognize Griffin as one of the "100 Best Companies to Work For" again in 2009. This was our 10th consecutive year on the FORTUNE list.

I too am proud to be part of the Griffin family and all that we have accomplished together, and I look forward to building on our success as we embark on Griffin's second century of service to our community.

Message from Griffin Health Services Corporation Chairman



Jack Betkowski

This year Griffin Hospital celebrates its 100th anniversary as an industry leader and as a strong, vibrant organization well equipped to respond to industry and consumer challenges on all fronts and to continue to meet the healthcare needs of the community and its residents. The title of this annual report: Honoring the Past, Celebrating the Present, Preparing for the Future makes a powerful statement about not only Griffin's remarkable achievements over the past 100 years, but also about how, by remaining true to its values, it is well positioned for its next century of service to our community.

Griffin Hospital was founded in 1909 with the support of community leaders who were convinced that the six-town Valley region should have its own hospital. Button maker George Griffin bequeathed a share in a trading schooner and securities worth a little over \$50,000 to found Griffin Hospital. The hospital continues today as he and others envisioned, meeting the health care needs of residents of the community served by providing quality clinical services and creating an exceptional patient experience for those it serves.

What Griffin's founders didn't envision was that a hundred years later Griffin would be recognized internationally for its innovative programs, Planetree patient-centered approach to care, its unique healing environment and as a model for other healthcare organizations. This year also marks Griffin's tenth anniversary on the FORTUNE list of the "100 Best Companies to Work For", a noteworthy achievement that recognizes Griffin Hospital as an employer

Front entrance of the Center for Cancer Care



of choice. As the preferred hospital employer in the region, Griffin has the ability to attract the best care givers who enable us to provide an exceptional patient experience.

Last year Griffin also achieved a long standing goal of expanding cancer treatment services with the opening of the Hewitt Ambulatory Care Pavilion and the Center for Cancer Care on the hospital's new West Campus. The Center for Cancer Care opened to rave reviews from the more than 2,500 dignitaries, cancer survivors and the public that took preview tours of the center. Guests cited the comforting, non-threatening environment, the design elements and the leading edge technology. But the most commonly occurring comments were those of appreciation and gratitude for bringing such a wonderful facility that will make comprehensive cancer care services, including radiation therapy, available to the community.

The next phase of the project, the total renovation and expansion of the Emergency Department, which will increase its size by 50 percent, is underway and is expected to be completed by October. The new Emergency Department, with greatly expanded capacity, will enable our Emergency Department staff to meet the standard of care and service that has been set throughout the hospital and that our patients have come to expect.

We close 2008 with over \$4.7 million raised for our "Breaking New Ground" fund raising campaign. The goal for the campaign is \$5.5 million. Griffin received a \$500,000 challenge grant from the Kresge Foundation for the fund raising campaign. The grant is one of the most prestigious, sought-after and difficult to obtain available to non-profit organizations. The conditions of the grant were that the \$500,000 would be awarded if the hospital raised \$5 million by December 31, 2008, which it did not. The Kresge Foundation, however, recognized that the economic climate has changed dramatically from when the project was planned and the campaign goal was set, which has resulted in a decline in philanthropy throughout the country. Therefore, the Foundation has granted us an extension to the deadline. Our fund raising efforts will continue with a focus on the Emergency Department improvements. We are optimistic that we will be able to raise the additional \$300,000 to secure the Kresge award of \$500,000. I do want to extend the Board's appreciation to the individuals, foundations and corporations that have supported the campaign as well as to the Griffin family including employees, medical staff members, trustees and volunteers that have contributed more than \$1.6 million.

On behalf of the Board and the community Griffin serves, I extend thanks and appreciation to President Patrick Charmel and his talented management colleagues for their vision, determination and creativity. They are very deserving of the recognition they received this past year as the nation's Top Leadership Team in Healthcare for community and mid-size hospitals by HealthLeaders magazine.

Finally, I thank my fellow board members who unselfishly commit their personal time and energy to ensure effective governance of our wonderful institution. The coming year will no doubt be one of the most challenging in Griffin's 100 year history given the adverse impact of the economic crisis facing our nation. The Board is steadfast in its commitment to preserving Griffin's ability to fulfill its mission and will, through the governance process, ensure that the organization faces these challenges with appropriate diligence and emerges stronger, well positioned to face what I am confident will be a bright future.

Sincerely,
Jack Betkowski



Architect's rendering of a treatment room in the new Griffin Hospital Emergency Department

Message from the Vice President of Medical Affairs



Kenneth V. Schwartz, M.D.

The theme of this year's annual report, "honoring the past, celebrating the present, preparing for the future," certainly applied to the medical staff in 2008.

In honoring the past, we bid farewell to Krystyna I. Piotrowska-Nyerick, M.D., who retired at the end of the year after more than 40 years of dedicated service, and marked the 10th anniversary of the Comprehensive Wound Healing Center, one of the many new services introduced over the past few decades to meet the needs of our community.

In celebrating the present, we congratulated several physicians on their individual accomplishments (see awards on adjacent page) and welcomed another much needed service, radiation oncology, as part of the opening of the new Center for Cancer Care at Griffin Hospital in October. The spectacular new 49,000 square foot Center brings together Radiation Oncologists Joseph Cardinale, M.D., Francis Cardinale, M.D., Joyce Chung, M.D., and Arthur Knowlton, M.D.; Medical Oncologists Jeffrey Orell, M.D. and Greg Angstreich, M.D.; and Surgeons Kathleen Minnick, M.D., Ihor Ponomarenko, M.D., and Leland Soto, M.D. The result is a multidisciplinary team of highly trained and respected physicians who are creating a new standard of cancer care that is comprehensive, comforting, and close to home for members of our community.

In preparing for the future, the Medical Staff introduced its new "Aspirations" document that describes the commitments, responsibilities, and expectations of Griffin Hospital physicians. The document, which replaces the former "Code of Conduct" included in the Medical Staff Bylaws, 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 has become the standard by which our Medical Staff operates with regard to behavioral and medical practice standards.

We also welcomed new Medical Staff officers Anthony D'Souza, M.D., as Vice President, and Leland Soto, M.D., as Secretary/Treasurer, joining returning President Paul B. Nussbaum, M.D. In addition, Douglas Silin, M.D., was appointed interim Chair of the Department of Radiology, and General and Vascular Surgeon Marsel Huribal, M.D., was named Chair of the Department of Surgery. As Medical Director, I'm grateful to have these new leaders, along with the other new physicians who joined us in 2008, bringing their collective expertise and enthusiasm to the Griffin medical staff.

As we look forward to celebrating Griffin's centennial in 2009 with the opening of a state-of-the-art Emergency Department, a new diagnostic imaging center in Shelton, and several other improvements to Griffin's physical plant, the medical staff stands ready. We are preparing for the challenges and new opportunities that our second century of caring will bring, and will continue to dedicate our efforts to add expertise and capability to meet the needs of our community.

Sincerely,
Kenneth V. Schwartz, M.D.

Architect's rendering of the new Griffin Hospital Emergency Department nursing station.



Griffin Hospital

Physician Aspirations for Practice and Conduct



We the Members of the Medical Staff of Griffin Hospital are committed to providing medical care that is patient centered, safe, effective, efficient, timely and equitable. We aspire to provide the highest quality care and service to our patients and their families; to continuously improve our care, and be recognized as the best Medical Staff in our region. We support Griffin Hospital's mission to provide personalized, humanistic, patient centered health care in a healing environment. We seek to maintain our community's trust and respect and to lead Griffin Hospital towards being recognized as one of the best hospitals in the country. In recognition of our enduring goal to provide the highest quality of care, we set forth these explicit commitments and aspirations to one another and to our community.

Patient Care: We are committed to and aspire to provide the best possible treatment for our patients by providing care that is patient centered, safe, effective, equitable, timely, and efficient. The care of our patients is always our first concern, and we will focus on meeting their physical, emotional and spiritual needs.

Medical Knowledge and Skills: We are committed to and aspire to maintain knowledge and skills in our respective fields to provide safe and effective patient care by maintaining competency within our scope of practice; to meet the Medical Staff's continuing medical education requirements; and to demonstrate consistent application of the best clinical evidence in patient care management.

Practice-Based Learning: We are committed to and aspire to actively learn from our practices by participating in hospital peer review activities, committees and rapid cycle improvement teams, and by collaborating with other members of the health care team to improve patient care practices through development of new systems of care, new diagnostic and therapeutic equipment and use of evidence based clinical guidelines.

Interpersonal Communication and Skills: We are committed to and aspire to exhibit excellent interpersonal and communication skills by listening, with empathy, to our patients, spending sufficient time with patients, their families and healthcare team, to provide for effective understanding; communicating availability, methods of access and coverage during absences; and by providing consultation and collaboration in a clear, concise, timely and courteous manner. We aspire to seek and provide information effectively using hospital established communication strategies or hardcopy, and to provide written communications that is dated, typed, complete and legible.

Professionalism: We are committed to and aspire to uphold the ethical and professional standards of the medical profession honoring the trust others have placed in us. We aspire to abide by HIPAA confidentiality and privacy standards, maintain intellectual integrity, hold ourselves and our colleagues accountable for the standards of the profession, recognize and respect the cultural diversities of our patients and colleagues, acknowledge and respect our own limitations and seek consultation appropriately, and resolve conflicts in an open, mutual, respectful way.

Systems-Based Practice: We are committed to and aspire to practice effectively within the larger systems of healthcare. We appreciate the complexity and multiple components of the healthcare system, adopting our care and practices to work within the system while advocating for our patients' best interests, practice in a cost effective manner, participate in the training and teaching of other members of the healthcare team, and participate in efforts to improve safety and quality of care for inpatients.

Patricia Charnel

Patricia Charnel, M.D., FRCPC, FRCGS

Anthony W. Kozak

Anthony W. Kozak, M.D., FRCPC, FRCGS

Paul J. Hannon

Paul J. Hannon, M.D., FRCPC, FRCGS

Kenneth V. Scharf

Kenneth V. Scharf, M.D., FRCPC, FRCGS

Lee Ann M.D.

Lee Ann M.D., Medical Staff Governance Director



Krystyna I. Piotrowska-Nyerick, M.D.

Message from the Planetree President



Susan Frampton, Ph.D.



PLANETREE

Planetree's 30th anniversary in 2008 was cause to reflect on our remarkable history, the contributions made by pioneers of the patient-centered care movement, and the profound shifts in mindset that have occurred around patient and family involvement in their care. Once considered superficial, today patient-centered care is recognized as fundamental to healthcare quality. With three decades of experience supporting affiliates in realizing a patient-centered approach, Planetree's past has indeed set the stage for a dynamic future.


The experience and innovation of our affiliates was highlighted in two resources published this past year: the second edition of *Putting Patients First* and the new *Patient-Centered Care Improvement Guide*, a robust collection of descriptions and implementation tools capturing how hospitals nationwide are effectively delivering a patient-centered healthcare experience. Funded by the Picker Institute and released in October 2008 as a free on-line download, in its first two months, the guide was downloaded more than 6,100 times. It has also attracted attention from high profile healthcare organizations, state hospital associations, and policymakers as an important new resource for the field.

Partnerships with influential organizations like these are essential to Planetree's potential to affect wide-reaching change. This year, work with The Joint Commission, World Health Association's Health Promoting Hospitals, Institute for Healthcare Improvement, American Hospital Association, Agency for Healthcare Research and Quality (AHRQ), National Transitions of Care Coalition, and the Accreditation Council for Graduate Medical Education (ACGME) have resulted in valuable opportunities for collaboration. The Planetree Visionary Design Network and Planetree Continuing Care Advisory Council have brought together thought leaders in the fields of design and long-term care to provide expertise and guidance as we continue to enhance our work in these areas. Planetree also expanded its reach internationally, formalizing agreements for the development of Planetree Quebec and the expansion of Planetree Netherlands and welcoming our first affiliates in Japan and Brazil.

Of course, the most important work in patient-centered care is happening not in the Planetree office, but at the bedside, in patient advisory committees, in nursing councils, at board meetings, and in the informal interactions between patients, families, and caregivers that take place every day in Planetree affiliates.

This community of likeminded providers is made all the richer by the presence of sites whose patient-centered cultures are long-established, those taking the first steps toward patient-centeredness, and those at every step in-between. Considering this continuum of implementation experience, though, more mature Planetree hospitals have sought ways to distinguish their sustained commitment. In response, two years ago Planetree developed the Patient-Centered Hospital Designation Program, the only program to formally recognize excellence in patient-centered care. To date, eight hospitals have received the prestigious designation, which is conferred on a blinded basis by an independent committee of national healthcare experts.

Among the three hospitals designated in 2008 was Griffin Hospital. Griffin has, of course, long been a flagship Planetree hospital, toured annually by healthcare professionals from around the globe. This Patient-Centered Hospital Designation, in essence, formalizes Griffin's reputation among those hospitals doing the most advanced work in patient-centered care nationwide.

A photograph of a waterfall in a healing garden. The waterfall is constructed from dark, rectangular stone blocks and flows over a series of steps. The water is clear and falls into a pool at the bottom. The surrounding area is landscaped with rocks and some greenery.

The waterfall in the Center for Cancer Care's healing garden.

The designated hospitals' effectiveness in delivering a hospital experience responsive to the full scope of patient needs has also been borne out by data. Earlier this year CMS publicly released hospitals' scores on the HCAHPS patient perception of care survey. For the first time, we were able to compare the patient satisfaction scores of Planetree hospitals to national benchmarks. The data conclusively establishes that hospitals that have embraced and implemented patient-centered care comprehensively, as reflected by their achievement of designation, perform at or above the national average in all ten of the publicly-reported HCAHPS categories.

Over the past 30 years, the Planetree network has expanded considerably, yet despite this growth, the sense of community, sharing and collaboration that defined Planetree in its early years continue today. To spotlight these connections, Planetree introduced the Tokens of Kindness Program. Inspired by the Pay it Forward movement, tokens were provided to every attendee of the Planetree Conference this past October with instructions to pass the token to someone they catch in an act of kindness toward a patient, family member or colleague. The stories behind these acts of kindness are being captured on the Planetree website. Indeed, we need only look to this growing community of caregivers, their stories, their creativity, and their collective commitment to transforming healthcare to see the bright promise of Planetree's future.

*Sincerely,
Susan Frampton, Ph.D.*

In 2008, the Griffin Hospital family welcomed Martha Denstedt as Director of Planetree Programs and Services, a new position at the hospital. In addition to overseeing Griffin's Planetree programs, she is responsible for the hospital's Health Resource Center, Information Desk, and its Volunteer program, which includes recruiting new volunteers for the Ambassador Plus, Baking, Soft Touch, and Vital Patient Stories programs. Her reflections on the role of volunteers, and volunteering, follow:

Neighbor helping neighbor

Griffin Hospital has enjoyed a rich history of providing excellent clinical care for almost 100 years. A vital part of this history is a sense of community - fostered by the interactions of volunteers - with patients, visitors, physicians, and each other.

Jean Brown, a hospital volunteer, first came to the hospital in 1980 and to date has served almost 5,000 hours. A 30-year resident of Oxford, she now enjoys seeing some of her long-time friends as volunteers at Griffin, and appreciates the link they provide to the

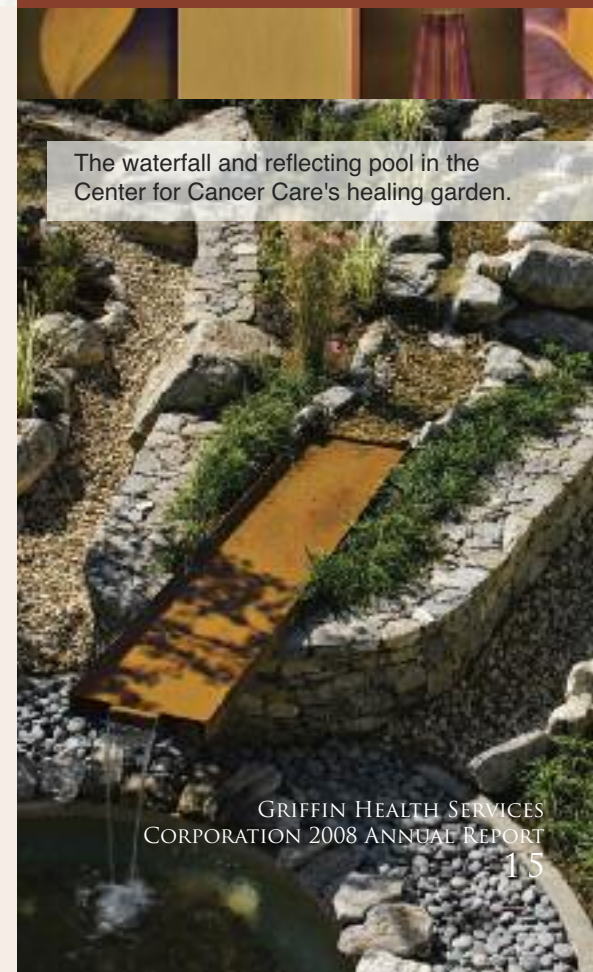
community for the patients. "It's inspiring to see so many volunteers dedicating their time and service. You can see how much the patients enjoy those interactions. I believe that where the patients benefit, the volunteers also benefit from the special interactions they have with the patients, staff and fellow volunteers."

There are many unique and varied jobs at the hospital for volunteers. Every new volunteer attends an orientation session, receives training for their volunteer job - and all are welcomed with open arms! In 2008, Griffin's 375 active volunteers, ranging in age from 16 to 98 years, volunteered in nearly every area of the hospital, including the new Center for Cancer Care and Hewitt Pavilion.

We are proud to honor the past by remembering all who have volunteered at Griffin. We celebrate the present by thanking all those who bring their skills and dedication to bear each day. And we prepare for the future, confident in knowing that volunteers will continue to give Griffin its sense of community. Neighbor helping neighbor.



The waterfall and reflecting pool in the Center for Cancer Care's healing garden.



Planetree Award Winners



Paul Nussbaum, M.D., one of the founders of the Griffin Hospital Mini Med School, received a Physician Champion Award at the 2008 Planetree Conference, held October 20-22 in Chicago. Dr. Nussbaum, who has practiced at Griffin for more than 30 years and currently serves as Medical Staff President, was recognized for his tireless commitment to his patients and to advancing the Planetree model of care at Griffin.

Bonnie Halligan, R.N., Clinical Supervisor of Griffin's 2 North A nursing unit, received a 2008 Spirit of Planetree Caregiver Award. Halligan, a dedicated nurse at Griffin for more than 13 years, was recognized for her role as a champion of patient-centered care, both as a caregiver and nurse leader on Griffin Hospital's Patient-Centered Care Council.



Griffin's Farmers Market and Healthy Vending Program, both part of the hospital's WinFit employee wellness initiative, received a Program Award in the Food and Nutrition category. The Farmers Market brings fresh produce from local growers to the hospital each Friday throughout the growing season, providing staff, volunteers, physicians, patients, and visitors with convenient access to a variety of vegetables and recipes for healthier eating. The Healthy Vending program provides a menu of healthy packaged snack food options, such as trail mix, along with fresh fruit, yogurts, wraps, and other items in the hospital's vending machines.

Jax, a Shtizu who tips the scales at less than 10 pounds, received a Planetree Therapy Dog Award. Jax has literally been worth his weight in gold to Griffin's Therapy Dog Visitation Program over the past few years. With big brown eyes and an even bigger heart, Jax is one of Griffin's most beloved and dutiful therapy dogs, visiting old and new friends at the hospital with his guardian, Harvey Finkel every Monday, Wednesday, and Friday from 10:30 am – Noon.





Pianist Rich Olmsted (shown in the new Center for Cancer Care lobby) and his fellow musicians provide "nutrition for the soul" through Griffin's Arts & Entertainment Program.

Volunteers with Griffin's Vital Patient Stories Program embody "Human Interactions," helping hospitalized patients capture personal vignettes like the following

"Griffin Hospital has been a part of my life for many years. Living nearby in Ansonia has made it very accessible to me now in my time of needed care. It was also in Griffin Hospital where my late husband Harold recently received care as he spent his last days before coming home. Harold and I had been married for 40 years. We shared many memories together over those years, most of them very happy ones. One of the happiest I can recall was the day our son Christopher was born, yes, right here in Griffin Hospital."



Volunteer Clarence Canfield personifies the spirit of neighbor helping neighbor, whether reaching out to hospitalized cardiac patients as a Valley Heart Club visitor, donating generously to the Volunteer division of the "Breaking New Ground" Capital Campaign, or selling car raffle tickets in support of the Griffin Hospital Development Fund.

Planetree Components

Human Interactions

•

Architecture & Interior Design Conducive 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

2008 Highlights



Griffin's Digestive Disorders Center nurses were recognized by ADVANCE for Nurses as New England's "Best Nursing Team for 2008." The biweekly magazine presented the team with an engraved plaque commemorating the award and featured them on the cover of ADVANCE's May 5 edition, which details the Digestive Disorders Center nurses' community outreach activities and some of the challenges they have overcome en route to winning this prestigious award.

Griffin Honored its 2008 Department and Employee of the Year at its Annual Employee Awards Banquet in May. Helen Zanowiak, R.N. from Nursing Administration, was recognized as Griffin's 2008 Employee of the Year. Zanowiak, the hospital's IV nurse, is known as the "go-to" person for all things IV-related at Griffin, a role she has filled capably and compassionately for many years. The 2008 Department of the Year, Environmental Services, has achieved industry leading results in the Federal Government's new HCAHPS patient perception of care surveys. The department, which is managed by Gene DeLaurentis, scored in the top 7% of hospitals nationwide in cleanliness of patients' rooms. Employees celebrating service milestones of five-year increments were also honored at the banquet, along with the first ever "Dancing with the Griffin Stars" champion, **Marta Littlefield**, whose dancing prowess garnered 23 out of 30 first place votes in the 10-person competition.



The 2008 Department of the Year,
Environmental Services

Patrick Charmel, President and CEO of Griffin Hospital, became a Fellow of the American College of Healthcare Executives (ACHE) in 2008. ACHE Fellow status represents achievement of the highest standard of professional development, with only 7,500 healthcare executives holding this distinction from the ACHE, the nation's leading professional society for healthcare leaders.

08 | TOP LEADERSHIP TEAMS HEALTHLEADERS MEDIA

Griffin Hospital's leadership team was selected by HealthLeaders Media as the "2008 Top Leadership Team in Healthcare" for community and mid-size hospitals. In awarding the distinction, HealthLeaders said, "The leadership team at Griffin Hospital recognized years ago that to reach their goals of being a national model would require empowering the entire organization. That combination of an ambitious mission and an inclusive leadership culture has earned Griffin this honor."

Kelly Egan, R.N. was named Outstanding Nurse of the Year and Marya Chaisson, M.D. was named Physician of the Year at Griffin Hospital's 21st annual Nursing Week celebration in May. Rounding out the award recipient list were: Mary Ellen Salemme, R.N., who won the Marie Santini Perioperative Nursing Excellence Award; Becky Dellinger, R.N., who won the Richard Stivala, M.D. Obstetric Nursing Excellence Award; Tara Donovan, R.N., who won the Donald Torok Memorial Scholarship; Kristin Norko, R.N., who won the Mary Nelligan Award for Continuing Education; and Betty Yankowski, R.N., who won the Mary Schumacher Leadership Award.



Kelly Egan, R.N.



Marya Chaisson, M.D.

Eight local women were recognized at the 8th Annual "Women Making a Difference in the Valley" Tribute Luncheon and Breast Cancer Awareness Fundraiser in October. The tribute recognizes women who live or work in the Valley and have made contributions that positively affect their local and/or broader communities. Sandra Mendyk, Josephine Ortoli, and Melissa Pucci of Ansonia were honored, along with Edith Minnick of Beacon Falls, Virginia Costigan and Dorothy Gandy of Derby, and Maureen Coffey and Barbara Grisgraber of Shelton.



Cathi Kellett of the Griffin Hospital Valley Parish Nurse (VPN) Program was awarded one of three statewide "Safe Kids Connecticut Annual Advocate" awards. Kellett,

the coordinator of the VPN Safe Kids Greater Naugatuck Valley Chapter, was one of three people recognized by Safe Kids for "dedication and leadership in providing outstanding community programs in childhood injury prevention and awareness."



Dorothy Gandy, with her gold award medallion, surrounded by family and friends at the 2008 Wholeness of Life event in New York City.

The HealthCare Chaplaincy honored Dorothy Gandy, Griffin Hospital's Associate Director of Communications and Public Affairs, at its 22nd annual "Wholeness of Life" benefit and awards dinner in October. Gandy, a 40-year employee of Griffin Hospital who was nominated by her colleagues to receive the "Wholeness of Life Award," was one of 14 patient care honorees from the Chaplaincy's partner institutions who were recognized with personal citations and bestowed with gold medallions as symbols of recognition from their colleagues for exemplary and compassionate treatment of patients.

Griffin was named to Training Magazine's list of "Top 125 employers for staff training and development" for the second time. Griffin ranked 105th on the 2008 list, joining such companies as PricewaterhouseCoopers, Verizon Wireless, Aetna and New York Presbyterian Hospital.

The Journal of Sacred Work of the Baptist Healing Trust selected Griffin as one of America's top ten Healing Hospitals for the second year in a row in 2008. Erie Chapman, J.D., President of the Baptist Healing Trust said: "The Healing Hospital designation reflects our belief that Griffin Hospital is making a meaningful effort to advance the work of Radical Loving Care. This work calls each of us to recognize that Love lives at the center of care giving in all fine hospitals and charities."

Griffin was named to the 2008 Community Value Index Five Star hospital list by Cleverly +Associates. The index recognizes hospitals that "operate with a high degree of community value, are low cost, low charge, and use a strong financial position to reinvest back into the provision of care at the facility."

Lionel S. Lim, M.D., MPH published a study that appeared in the April 14 issue of the Journal of the American Medical Association's Archives of Internal Medicine. Dr. Lim, Medical Director of Griffin's Geriatric Assessment Center (part of the Griffin Faculty Practice Plan) co-authored the study, which concluded that older men who take loop diuretics – commonly prescribed drugs for heart failure and hypertension – appear to have higher rates of hip bone loss than men who are not taking this medication.



Griffin Hospital's Rapid Diagnostic Breast Center was awarded a \$29,970 grant from the Susan G. Komen Race for the Cure, marking the eighth consecutive year that Griffin has received grant dollars from the foundation. Midge Johnson, MPH, CHES, Griffin's Breast Care Coordinator, accepted the grant on behalf of the hospital for its "Continuum of Care Breast Health Program," which responds to the needs of uninsured/underinsured, low income and ethnic minority women in the Lower Naugatuck Valley.

2008 Highlights

2008

Highlights



Griffin's Comprehensive Wound Healing Center celebrated its 10th anniversary in 2008. Griffin's Center is one of a handful in the state to offer Hyperbaric Oxygen treatment for non-healing wounds. Since opening in 1998, the Center has had more than 25,000 patient visits for advanced wound care service and delivered more than 9,000 hyperbaric oxygen treatments.

A group of more than 20 Oxford Girl Scouts presented 100 fleece blankets to Griffin Hospital's Rapid Diagnostic Breast Center in March. The presentation was the culmination of a town-wide Girl Scout community service project coordinated by Diane Martines, Oxford Troop Leader. The blankets were hand cut and tied by more than 60 scouts ranging in age from 5-16 years of age. Accepting the blankets on behalf of the hospital was Suzanne Wisniewski, a Girl Scout Troop leader and Chief Technologist of Nuclear Medicine in Griffin's Radiology Department.

Local cancer survivors, their friends, family, caregivers, and healthcare professionals joined together at Griffin's annual Cancer Survivors' Day in June to celebrate and demonstrate that life after a cancer diagnosis can be a reality. The "Garden Party" event featured a canine fashion show, with dogs from Griffin Hospital's Therapy Dog Visitation Program, refreshments, music, and door prizes.

Griffin Hospital implemented a campus-wide tobacco-free policy on November 20. The new policy, which prohibits the use of tobacco products anywhere on the hospital campus, is part of Griffin's mission to improve the health of the individuals and communities it serves and to provide a safe and

healthy environment for its staff, patients, and visitors. On the implementation date - also the American Cancer Society's Great American Smokeout Day - Griffin became one of only five hospitals statewide to take this health-affirming step and prohibit tobacco use campus wide.

Griffin Hospital was awarded a three-year term of accreditation in CT (Computerized Tomography) by the American College of Radiology (ACR). Following an evaluation conducted by board-certified physicians and medical physicists who are experts in the field, the ACR awarded the accreditation for the achievement of high practice standards. "The accreditation of Griffin Hospital's CT service is an important part of our commitment to quality patient care," said Christine Cooper, Director of Radiology and Cardiology Services at Griffin.

Griffin joined the American Stroke Association's "Get With the Guidelines-Stroke" program in 2008, implementing a 24/7 stroke team. The hospital adopted protocols and care processes that have been shown to reduce complications following stroke, including proven science-based treatment guidelines developed by the American Stroke Association, American Heart Association, and Brain Attack Coalition. Griffin will seek Primary Stroke Center designation and accreditation from the Joint Commission in 2009.

Griffin helped the Town of Seymour achieve designation as a HEARTSafe community in February 2008. The Griffin Hospital Valley Parish Nurse program oversaw the town's application process, provided the AED training, and secured grant funding for -- and placed -- most of the AEDs for the town. In addition, Emergency Department Director Gregory Boris, DO provided medical oversight and continues to serve as Medical Director of the Public Access Defibrillator (PAD) program for Seymour and all of the more than 40 non-profit PAD sites in Griffin's surrounding communities.

Griffin Hospital partnered with Topco Associates, a privately held company serving the supermarket industry, to make the "NuVal" nutritional scoring system available at thousands of retail grocery stores across the nation. The NuVal System (previously known as the Overall Nutritional Quality Index, or "ONQI") scores food on a scale of 1 to 100. The higher the NuVal Score, the higher the nutrition.

Because the NuVal System applies the same nutritional criteria to all foods, consumers at supermarkets across the country will be able to quickly and easily compare the nutritional value of foods not only within a category (vegetables) but also across categories (vegetables and veggie burgers). The NuVal system was developed at Griffin Hospital over a period of two years with input from a team of 12 leading nutrition experts from the United States and Canada directed by Dr. David L. Katz, co-founder and Director of the Yale-Griffin Prevention Research Center.

Griffin was named to Fortune magazine's "100 Best Companies to Work for in America" list for 2009. As this report was going to press, Griffin had just received word on its selection to the Fortune list for its 10th consecutive year, an unprecedented achievement for a hospital.

A Yale-Griffin Prevention Research Center (PRC) study on the vascular health benefits associated with dark chocolate was published by the American Journal of Clinical Nutrition. The study found that the ingestion of solid dark chocolate and hot cocoa beverages demonstrates benefit to blood vessels, a marker of cardiac risk. The study was funded by The Hershey Company and the Centers for Disease Control and Prevention (CDC). The solid dark chocolate product, Hershey's Extra Dark Chocolate, and cocoa powder, Hershey's Natural Cocoa, used for this study are commercially available.

Griffin continued its popular Health Empowerment Series in 2008, featuring 30 informational talks to promote better health in its community. The series, which was attended by a total of more than 700 individuals, enabled participants to learn about the latest treatments and procedures being offered at Griffin Hospital, with the goal of empowering them to play a more active role in managing their own health.

The Yale-Griffin Prevention Research Center (PRC) was awarded a 2-year \$80,000 grant from The Community Foundation for Greater New Haven to address childhood obesity and diabetes prevention in New Haven. The grant will enable the PRC, in partnership with the New Haven Public School District, to implement two innovative nutrition and exercise programs for elementary school children. The programs, "Nutrition Detectives" and "ABC for Fitness" were

developed by the PRC's director, Dr. David Katz. Both programs are designed to fit into the school day without taking time from the existing curricula, and provide fun, interactive methods to educate and engage elementary school children and facilitate their adoption of healthier lifestyles.

Griffin once again joined hospitals, continuing care facilities and outpatient clinics across North America and abroad in celebrating Patient-Centered Care Awareness Month. Griffin and the other participants in the awareness building celebration, which was sponsored and coordinated by Planetree, highlighted 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.



More than 250 new and expectant parents attended the Childbirth Center's annual Baby Fair in May. The event, held at Griffin Hospital, featured tours of the Childbirth Center and information on the Center's prenatal educational programs, support groups, and other services, such as a child safety seat fitment program for new parents. In addition, the first 150 new and expectant mothers in attendance received free gift bags, and more than 45 exhibitors were on hand to display the latest childbirth-related products and services.

2008

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 Lionel Lim, M.D.

Haq Nawaz, M.D., M.P.H.
 Dorothea Wild, M.D., M.P.H.
 James F. Jekel, M.D., M.P.H.**
 David L. Katz, M.D., M.P.H.**

Psychiatry

Mihaela Boran, M.D.
 Edward G. Halstead, M.D.
 Gordon I. Kuster, M.D.
 Jill Barron, M.D.*
 Robert M. Daly, M.D.*
 Michael Kliffeld, M.D.**

Pulmonary

K. Marya Chaisson, M.D.
 Kenneth J. Dobuler, M.D.
 Madhu Gowda, M.D.
 Carlos Schweitzer, M.D.
 Allan J. Rodrigues, M.D.*
 Richard A. Matthay, M.D.**

Radiology

Naveed Alvi, M.D.
 Francis Cardinale, M.D.
 Joseph Cardinale, M.D.
 Joyce Chung, M.D.
 Suzanne B. Evans, M.D.
 Lawrence W. Gluck, M.D.
 Arthur K. Knowlton, M.D.
 Gerald Micalizzi, M.D.
 Robert G. Prosnitz, M.D.
 Douglas D. Silin, M.D.
 Lucille Soldano, M.D.
 Laurie Abrams, M.D.*
 Turgut Berkmen, M.D.*
 Jennifer Bryant, M.D.*
 Lynn Clements-Northland, M.D.*
 David J. Cohen, M.D.*
 David P. Colley, M.D.*
 Philip A. Dinauer, M.D.*
 John Ditzemberger, M.D.*
 Elizabeth Dubovsky, M.D.*
 Ana Echenique, M.D.*
 Seyed Emamian, M.D.*
 Malcolm Friedman, M.D.*
 Helmut Gahbauer, M.D.*
 Lee H. Greenwood, M.D.*
 Kristen Lachance, M.D.*
 Paul Levesque, M.D.*
 Felix Lin, M.D.*
 Constantin Marcu, M.D.*
 Frank M. Mele, M.D.*
 Dena Miller, M.D.*
 Elizabeth Moseley, M.D.*

Diego B. Nunez, M.D.*
 Edward Prokop, M.D.*
 Zenon Protopapas, M.D.*
 John Quintas, M.D.*
 Priya Rastogi, M.D.*
 Jose Restrepo, M.D.*
 Lawrence Saperstein, M.D.*
 Amy Sherman, M.D.*
 Neil W. Tishkoff, M.D.*
 J. E. Fredrik Zetterberg, M.D.*
 William Zucconi, M.D.*

Rheumatology

Stephen J. Moses, M.D.
 Michael Cassetta, D.O.*

Surgery

John Aversa, M.D.
 Marilee L. Freitas, M.D.
 Steven A. Hirshorn, M.D.
 Kathleen E. Minnick, M.D.
 Ihor N. Ponomarenko, M.D.
 Leland J. Soto, III, M.D.
 Thomas Alosco, M.D.*
 Abdulmasil Zarif, M.D.*

Thoracic/Vascular Surgery

Paul J. Gagne, M.D.
 Marsel Huribal, M.D.
 Taras Kucher, M.D.
 Timothy M. Manoni, M.D.
 Ben Marsan, M.D.
 Richard Salzano, 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

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

Griffin Hospital

Year Ending September 30

FY 2008

FY 2007

We Billed For

Services To Our Inpatients	\$172,404,041	\$163,998,262
Services To Our Outpatients	\$151,291,472	\$142,645,238
Received From Sources Such As Grants, Cafeteria, Etc.	\$3,093,792	\$3,137,450
Total	\$326,789,305	\$309,780,950

We Billed And Did Not Receive

From Medicare For Services Provided Because Payments Are Limited To A Fixed Amount	(\$101,409,085)	(\$94,402,515)
From Medicaid For Services Provided Because Payments Are Limited To A Fixed Amount	(\$25,588,734)	(\$23,622,275)
From Patients Receiving Services Under Contractual Arrangements	(\$79,942,181)	(\$75,755,167)
From Patients Who Were Unwilling Or Unable To Pay	(\$9,754,057)	(\$9,914,860)
Total We Billed and Did Not Receive	(\$216,694,057)	(\$203,694,817)

Therefore, We Received Revenue From Patient Care, Other Services, And Investments Of

\$110,095,248

\$106,086,133

Our Expenses Included Amounts

For Employee Compensation	\$51,542,050	\$49,887,986
For Employee Benefits	\$12,331,098	\$12,492,969
For Supplies And Services	\$38,706,687	\$37,485,886
For Depreciation Cost of Buildings And Equipment	\$4,213,886	\$4,182,100
For Interest On Borrowed Money	\$1,365,385	\$1,561,608

Total Expenses For Patient Care And Other Services Were

\$108,159,106

\$105,610,549

Resulting In An Operating Profit of

\$1,936,142

\$475,584

We Received from Non-Operating Sources

Change in Fair Value of Interest Rate Swaps	(\$2,477,285)	(\$279,655)
Gifts and Bequests	\$3,000	\$549,801
Bond Reissue Expenses	(\$631,415)	\$0
Investment Income/Grants/Research	(\$619,704)	(\$40,642)

Resulting in a Gain (Loss) From Non-Operating Sources

(\$3,725,404)

\$229,504

Overall Gain (Loss)

(\$1,789,262)

\$705,088

Landscaping surrounding the Center for Cancer Care helps create a healing environment.

Healthy Communities

Over the past several years, Griffin Hospital's reach has been expanding into the community like never before. In addition to providing health information and services to the public at the hospital and other satellite locations, Griffin takes these activities into the communities where patients live.

By offering a variety of support groups, training sessions, educational opportunities, screenings, wellness programs, and other community-based resources and activities, Griffin has extended its mission of promoting healthy communities far beyond the hospital's walls to improve the health of people of all ages.

Since 2007, the most visible symbol of this activity, Griffin's state-of-the-art Mobile Health Resource Van, has been visiting approximately 35 sites a month, as well as virtually every other fair, festival, and community gathering in the Valley. Between van visits and the collective outreach of the Valley Parish Nurse program, which includes 100 nurses serving 35 area congregations, Griffin was able to make more than 40,000 community contacts. This represents a significant portion of the hospital's surrounding population.

Another example of outreach is Griffin's ongoing work with local municipalities to place AED's (Automated External Defibrillators) throughout their communities, in compliance with recommendations of the American Heart Association. AEDs are user-friendly, heart shocking devices that can be used by anyone to treat someone suffering an emergency cardiac arrest. In 2008, Griffin became one of the first hospitals in the state to strategically place AEDs throughout its facility.

Griffin also extends its reach and health leadership by empowering members of its community to take a more active role in their health and their healthcare. Nearly 10,000 local residents now hold library cards with Griffin's Health Resource Center, which makes its vast collection of consumer health information available to the public six days a week. Griffin's Health Empowerment Series talks are offered free of charge throughout the year, covering a growing list of topics ranging from the latest in cancer care and treatment to sleep wellness, pain management, integrative therapies, and joint replacement surgery, to name a few. And the award-winning 10-week Griffin Hospital Mini Med School continued in 2008 with spring and fall sessions that were attended by more than 100 community members, all at no charge.

These and some of Griffin's other 2008 community benefit activities are summarized to the right:

Photo courtesy of Gail Zucker Photography



Community Benefits

Daun Barrett, R.N., Director of the Griffin Hospital Valley Parish Nurse Program, performs a blood pressure screening on the hospital's Mobile Health Resource Van.

Griffin Hospital/Valley Parish Nurse Program

Total Resident Contacts	40,179
Sites Visited by Parish Nurse Program	722
Health Screening Recipients	9,399
Number of People Referred for Care	14,803
Education/Wellness Programs Offered	724
Attendees at Education/Wellness Programs	25,418
Bike Helmets Provided and Fitted	1,143
Pedestrian Safety Program Participants	717
Infection Control/ "Germ Buster" Program Participants	761
Drug/Alcohol/Smoking Prevention Calendars Distributed	4,991
Infant/Booster Car Seats Provided and Installed	489
People Trained in CPR	1,601
AEDs Placed at Community Sites	14
CHIP (Childhood Identification Program) Participants	1,624

Community Benefit

Number of Free Care Recipients*	388
Total Amount of Free Care Provided	\$1,748,198
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 fare	



The back of Griffin's state-of-the-art, 29-foot van lists its community supporters.



Cornelia Evans, CFRE

Trustee / Leadership
300,675

Corporators
178,840

Medical Staff
404,625

Employees
727,031

Volunteers
41,105

Foundations
1,809,301

Corporations
460,967

Other Individuals
759,271

Clubs and Organizations
19,515

TOTAL
\$4,701,332

Reflections at the End of a Century: A Message from the Executive Director of the Griffin Hospital Development Fund

Re*flec*tion, n. (1.) The act of reflecting or the state of being reflected. (2.) Mental concentration; careful consideration; a thought or an opinion resulting from such consideration. (3.) A manifestation or result.

In this, the final year of a century of service at Griffin Hospital, the Development Fund is mindful of both the need to reflect on past accomplishments and the value of examining how our community's philanthropy reflects the hospital's legacy.

2008 was characterized by extraordinary generosity to Griffin Hospital during an exceptionally challenging year for the economy. From major national foundations to corporate partners, from entire families spanning several generations to middle school students, gifts, sponsorships, and grants helped to advance Griffin's mission and realize the hospital's goal of bringing compassionate, state-of-the-art cancer care closer to home.

Breaking New Ground Campaign

Kresge Foundation Challenge Grant

Griffin received a powerful endorsement in 2008 from The Kresge Foundation, which awarded Griffin a \$500,000 challenge grant in support of the Breaking New Ground campaign. One of the most prestigious, sought-after, and difficult to obtain grants available to non-profit organizations, Kresge is also one of the most challenging. In order to receive the grant award Griffin Hospital was charged with raising new donations of \$1.2 million by December 31, 2008. At year-end, the Breaking New Ground capital campaign had raised \$4,701,332 toward its \$5.5 million goal.

Additionally, the State and Federal Government have been generous to this effort, contributing a total of \$389,000 in support to the campaign, but these totals do not count toward the Kresge challenge, as per the grant guidelines.

The Challenge Continues!

Despite the difficult economic challenges we are all facing at this unprecedented time in history, our donors continued their generosity to the hospital, which is in itself a reflection of the strong relationships Griffin has maintained with its community. At this time, Griffin is approximately \$300,000 away from meeting the Kresge Challenge, and we, along with all of the Foundation's other Challenge grantees, have received an extension of the deadline by which we must meet our goal. We welcome all support at this time, especially as we find ourselves so close to qualifying for this rare grant opportunity.

Gifts from Across Our Community

One of the Kresge Foundation's primary objectives is to grow philanthropy on behalf of the organizations in which it invests. The grant therefore also stipulated that Griffin secure gifts of all sizes from across our community. Griffin was proud to be the beneficiary of several fundraisers and events. Below, President Patrick Charmel receives a donation of \$421.55 from Ansonia Middle School students Paulina Lopez and Melanie Fernandez.



Patrick Charmel accepting a donation from Ansonia Middle School students Paulina Lopez and Melanie Fernandez.



Jim Warner of Warner Financial Group speaking to guests at Warner's Wine Tasting Fundraiser at the Homewood Suites in Stratford.

Campaign Committee Volunteers

Without the efforts of countless volunteers, the Capital Campaign would not have achieved its current success. We are honored that the following Campaign leaders and their respective groups of dedicated volunteers offered to share their belief in the project as solicitors on our behalf.

Campaign Chair:
Alan Mathog

Corporate Committee Chair:
Maureen Coffey

Corporator Committee Chair:
Eugene Coppola

Employee Committee Co-Chairs:
James Butler and Luanne Miller, R.N.

Physicians Committee Chair:
Jeffrey Orell, M.D.

Volunteer Committee Co-Chairs:
Clarence Canfield, Armida Criscuolo, Frances Russo

Grand Opening of the Hewitt Pavilion and Center for Cancer Care at Griffin Hospital

With faith in Griffin's mission and history, over 4,300 individuals and organizations became Campaign contributors, 1,200 of them being new donors. This fall, we were proud to open wide the doors of the Center for Cancer Care at Griffin Hospital and adjoining Hewitt Pavilion, inviting the entire community to experience what it had so generously helped us build. We were proud to recognize every one of our donors, either through a named room, a listing on our lobby donor wall, or in our interactive Honor Roll of Donors in the lobby kiosk of the spectacular new facility. Over a four-day period from October 2-5, more than 2,500 dignitaries, cancer survivors, and members of the public attended various dedication events and took preview tours prior to the Center's official opening on October 13.



Watching Dr. Jeffrey Orell cut the ribbon at the Center for Cancer Care dedication ceremony on October 3 are, left to right: Derby Mayor Anthony Staffieri, Sen. Joseph Crisco, Rep. Themis Klarides, Griffin President Patrick Charnel, and Rep. Linda Gentile.

Looking Ahead ... Phase II: The Emergency Department Renovation

With more than 38,000 annual patient visits to Griffin's Emergency Department (ED), the department is now accommodating nearly twice the number of visits it was built to handle. By relocating outpatient services to the Hewitt Pavilion this fall, Griffin has been able to move forward with plans to expand the ED to better serve our growing population. Fundraising for this expansion will continue throughout 2009, and we welcome the opportunity to recognize donors who contribute significantly to our success with a menu of naming opportunities.

Philanthropic Highlights 2008

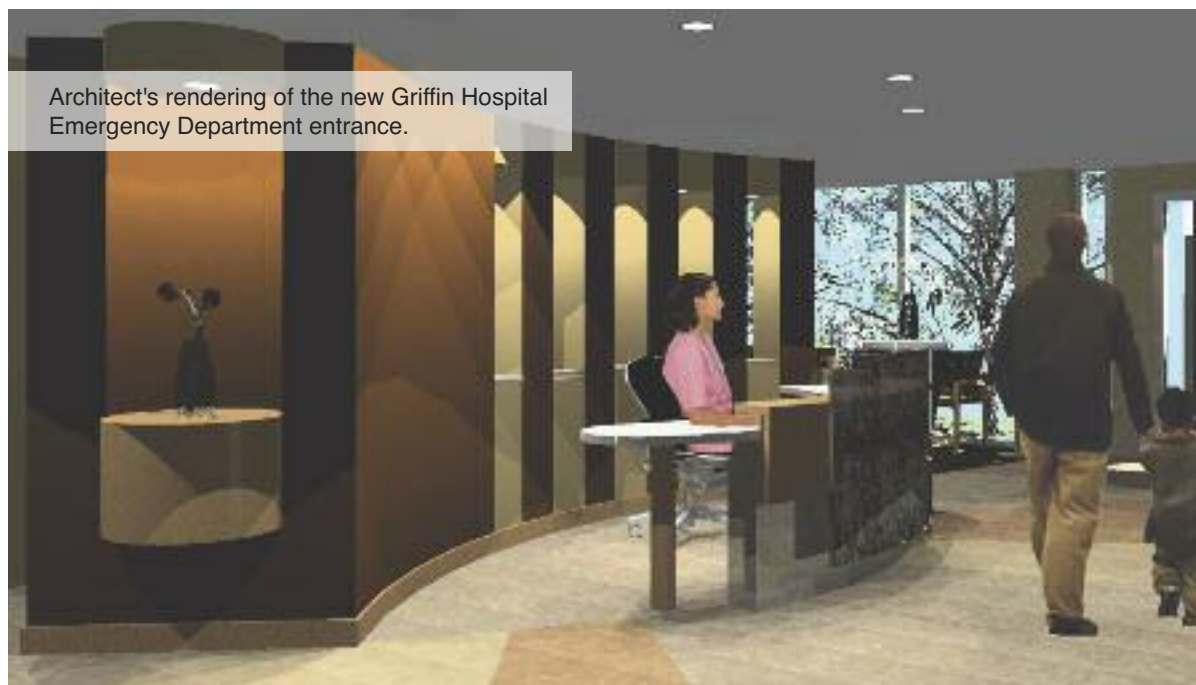
THE EYE SEES NOT ITSELF
BUT BY REFLECTION
BY SOME OTHER THINGS...
—SHAKESPEARE



William Cofrances of PMA Insurance Group performing with the band at Warner's Wine Tasting Fundraiser at the Homewood Suites in Stratford.

Philanthropic Highlights 2008

Architect's rendering of the new Griffin Hospital Emergency Department entrance.



Naming opportunities still remain in both the Center for Cancer Care and the Emergency Department:

NAMING OPPORTUNITIES	MINIMUM
Center for Cancer Care	\$2,000,000
Emergency Department (located within main hospital building)	\$1,000,000
Rapid Diagnostic Breast Center (located within main hospital building)	\$500,000
Laboratory (located within main hospital building)	\$500,000
Integrative Medicine Center	\$250,000
Radiation Treatment Planning Room/CT Simulator Suite	\$250,000
Linear Accelerator Suite	\$250,000
Parking Areas (2)	\$250,000
Emergency Department Waiting Area	\$100,000
Conference Rooms (2)	\$100,000
Cardiac Rehab Exercise Room	\$50,000
Boutique	\$50,000
Staff Lounge	\$25,000
Administrative Office (1)	\$10,000
Emergency Department Treatment Rooms (20)	\$10,000
Emergency Department Holding Areas (3)	\$10,000
Crisis Room	\$10,000
Consultation Room	\$10,000
Triage Rooms (2)	\$10,000

The Griffin Hospital Development Fund FY2008 at a Glance

Total Donors
2,949

Total Number of
Gifts Made
5,175

Memorial Gifts
\$7,920

Non-Operating Revenue
\$126,703

Annual Giving
\$68,196

Restricted Gifts
\$158,935

Special Events
\$368,717

Planned Giving
\$25,000

"Breaking New Ground"
Capital Campaign
\$999,226

Total Giving and Revenue
\$1,754,697

Planned Gifts: The Griffin Hospital Legacy Society

Throughout its history, Griffin has benefited from those who have made provisions for the hospital in their estate plans. Indeed, the hospital was founded through the generosity of George Griffin, who bequeathed to the hospital a schooner as well as shares in his family's company, the Griffin Button Company. The proceeds of these gifts provided enough capital for Derby finally to begin building its community hospital, a project that had been languishing due to a lack of funds. In recognition of his generosity, the town renamed the proposed "Derby Hospital" after Griffin.

Planned gifts have provided substantial support for the hospital ever since, including the largest gift ever made to the hospital from General Richard Yudkin in 2006. This year, that tradition continued with estate gifts benefiting the hospital's highest priority needs.

"PLANNED GIFTS REPRESENT A SIMPLE WAY TO MAKE A LASTING IMPACT AT GRIFFIN HOSPITAL."

Planned Gifts represent a simple way to make a lasting impact at Griffin Hospital. Life-income gifts, such as Charitable Gift Annuities, may also provide income, as well as a tax deduction and can help reduce capital gains taxes. Please contact Cornelia Evans, CFRE, Executive Director of the Griffin Hospital Development Fund, at 203.732.7335 to learn more about joining the Legacy Society. Those who notify us of their plans in the 2009 Anniversary year will receive a special lifetime designation as Centennial Members of the Legacy Society and will enjoy special recognition at events and in our honor rolls of donors.

Griffin Legacy Society Members Angelina and Valentina Vitali:

Sisters Angelina and Valentina Vitali were Derby natives. Angelina stayed in the area, serving as Vice Principal of Derby High School, while Valentina made her home in Washington, DC working for the federal government until she retired and moved back to her home town. Whenever the sisters needed medical care, Griffin Hospital was there. Strong believers in community service and in the mission of Griffin, Angelina and Valentina gave back to Griffin as donors for many years. In gratitude for the care they received throughout their lives, the sisters decided to remember Griffin in their estate plans. With their passing this year, Griffin received the benefits of their generosity, which will be used to benefit the highest priority needs of the hospital.



Valentina Vitali



Angelina Vitali

Philanthropic Highlights 2008

Events

Each year, the hospital's main fundraising events, the Griffin Golf Classic and Autumn Elegance, have grown in popularity, earning them the reputation of being among the most notable events in the area. This year was no exception, with the Griffin Golf Classic selling out well in advance of its deadline and Autumn Elegance - and its Road to Morocco theme - attracting over 350 guests to the Trumbull Marriott for an exotic evening of Moroccan cuisine, décor, and belly dancing entertainment.

Mark your calendars for both events in 2009, when we celebrate our Centennial year:

**Griffin Centennial Golf Classic - Tuesday, June
2, 2009 at the Great River Country Club
in Milford, CT**

**The Gala of the Century: Autumn Elegance
2009 - Saturday, October 24 - location TBA**



Belly dancers provided the entertainment for Road to Morocco, Autumn Elegance 2008.

Thanks

The philanthropy we see each day here at the Griffin Hospital Development Fund is perhaps the greatest testament to a century of service. We are tremendously grateful for all the gifts received this year, and for the 100 years of giving upon which the hospital's past - and future - are written.

What is your vision?

Just as Griffin Hospital serves as a model of patient-centered care, so does the Development Fund strive to practice donor-centered philanthropy by placing the priorities and passions of our supporters first by helping them to realize their own philanthropic goals through a myriad of good works here at Griffin. If you would like to learn more about making a lasting difference in the community we serve, please call us at 203.732.7504 and speak to the Development Fund staff. Together, we can change the face of healthcare here in the Valley, and beyond.



(Left to right) Kip Dwyer, Robinson & Cole; Michael E. Goss, Executive Vice President of Fiduciary Investment Advisors, LLC; and Stephen W. Aronson and Bruce B. Barth of Robinson & Cole comprise a foursome at the 2008 Griffin Golf Classic.



Patrick Charmel
President and CEO



Edward Berns
Vice President, Legal Affairs



Marge Deegan
Vice President,
Ambulatory Services



Susan Frampton, Ph.D.
President, Planetree



Todd Liu
Assistant to the President



Kathleen Martin, Vice
President, Patient Safety
& Care Improvement



James Moylan
Chief Financial Officer



William Powanda
Vice President,
Support Services



Kenneth V. Schwartz, M.D.,
Vice President,
Medical Affairs



Seth Shepard, Vice President,
Engineering and Facilities Planning



Barbara Stumpo,
Vice President, Patient
Care Services

Griffin Hospital's Leadership

Board of Directors

Joseph Andreana

Kenneth Baldyga

John W. Betkoski, III,
Chairman

Patrick A. Charmel

Wilhemenia Christon

Allan J. Cribbins,
Second Vice Chairman

Anthony W. D'Souza, M.D.

Robert A. Fox, Treasurer

Marc J. Garofalo

Linda M. Gentile

Jean Crum Jones

Themis Klarides

George S. Logan

Paul B. Nussbaum, M.D.

Frank M. Osak, Secretary

William C. Powanda

Jeffrey J. Ramos

Kenneth V. Schwartz, M.D.

Gerald T. Weiner,
First Vice Chairman

John J. Zaprzalka,
Immediate Past Chairman

Corporators

2009

Biagio R. Alberti
Earl L. Baker, M.D.
Kenneth Baldyga
Gregory Boris, D.O.
Janice Bowers
Mary R. Casalveri
Thomas J. Condon
Eugene A. Coppola
Kate C. Cosgrove
Martin E. Coughlin
Joseph J. Crisco, Jr.
Barbara L. DeGennaro
Vincent A. DeLuca, M.D.
Edward R. DeMarseilles
William S. Dunlop
Kelly Egan
William K. Fischer
Dorothy A. Gandy
Donna J. Gramolini
Michael P. Healey
Frederick King, Jr.
Reverend Samuel Levey
George S. Logan
John V. Marro
Kathleen Martin
Brian N. McCoy
Karen M. Meade-Bentlage
Robert A. Mezzo
Joyce K. Miller
Robert J. Murphy, DDS
Paul B. Nussbaum, M.D.
Stephen T. Pearlman
Krystyna I. Piotrowska, M.D.
Helen K. Skrobat
Linda Stochmal
Cesarina Thompson
Anastasia Timpko
William Valentine
John J. Walsh
Gerald T. Weiner
John Wisniewski
Jay Young

2010

Catherine E. Adsitt
Nicholas L. Amico
Joseph Andreana
Judith Augusta
Kristen M. Baldyga
Maria Brazee
Lauren Casalveri
Patrick A. Charmel
Stephanie Ciarleglio
Agnes Cisto
John H. DeGray
Angelo E. Dirienzo, Ph.D.
Kenneth J. Dobuler, M.D.
Thomas J. Dunleavy
Richard T. Dunne
Warren R. Dworkin
Thomas P. Gardella
Linda M. Gentile
Heidi Gil
James A. Goodan
C. Brett Haywood
Ronald H. Hirokawa, M.D.
Rev. Donna G. Ives
Raymond S. Kostka
Eleanor Kurdy
David Labriola
Patrick J. Lopera
Grace Malasankas
Paul K. Manger
Alan Mathog
Kevin McSherry
Larry Meriam
Michael E. Pacowta
Joseph A. Pagliaro, Jr.
Wm. Neil Pearson, M.D.
Mark Peterson
Mary Ellen Price
Robert G. Reiss
Arthur C. Rider
Michael V. Rosso
Linda R. Savitsky
Linda S. Schauwecker
Harold M. Schwartz, M.D.
Donna L. Skurat
Anthony Staffieri
Charles M. Stankye, Jr.
Charles H. Sullivan
Leon J. Sylvester
Stephanie Wain, M.D.

Connie Warner
Evelyn Werdal
Philip L. White
Gary T. Will
Karen A. Wilson

2011

William C. Bassett
Jack Bassi
Jean A. Brown
Eileen A. Carino
Wilhemenia Christon
Robert L. Clapp
Paula P. Clark
Thomas P. Clifford, III
James E. Cohen
Marilyn Cormack
James DellaVolpe
Philip J. Donofrio
Michael J. Gulish
JoAnne D. Halstead
Beverly Kondor
Joseph A. Lembo
Louis J. Lichti
Pauline W. Lounsbury
Susan Z. Mauriello
Andrew C. Migani
Stephen J. Moses, M.D.
Frank M. Osak, Jr.
Mary L. Pepe
Jeffrey Ramos
Kenneth V. Schwartz, M.D.
James E. Sheehy
Janice Sheehy
Davide M. Silverstein, M.D.
Barbara J. Stumpo

2012

William Darrald Atwood
Richard F. Averill
Joyce Barclay
Daun I. Barrett
John W. Betkoski, III
Kevin M. Blake
Edward G. Brickett
Karen M. Bucci
Susan A. Cable
Allan J. Cribbins, Jr.
Peter J. Danielczuk
Robert A. DeBisschop

Joseph F. Deegan
Gino S. DiMauro, Jr.
Martha M. Dohring-Hunter
Jeffrey T. Dreznick, M.D.
Eleanor M. Duplese
Michael Egan
Thomas J. Emanuel, Jr.
John Erlingheuser
William F. Flaherty
James E. Geissler
John F. Getlein
Karen J. Getlein
Peter J. Ghione
Michael Gilhuly
Salvatore Graziano, D.D.S.
Kevin J. Hale
Christian Herb
Lisa Herb
James G. Higgins
Clifford D. Hoyle
Franklyn E. Hull
James D. Jensen
Christopher P. Jones
Jean Crum Jones
Maribeth A. Judd
John J. Kelleher
Roslyn L. Lev
Gregory K. Levey
David J. Marchitto
Eugene F. Martin
Keith A. McLiverty
Edward J. McManus, Sr.
H. Tom Nickse
Michael O'Reilly, M.D.
Fred F. Ortoli
Judith A. Palmer
Margaret T. Pantaleo
Mary Jane Paris
Jason Perillo
Claude Perry
James R. Pinke, M.D.
William C. Powanda
Calvin Price
Norma Pytlak
John L. Radovich
John M. Rak
James E. Ryan
Carl R. Sastram
John T. Scott
Lisa A. Shappy

Ronald A. Skurat
Bruce R. Sofferman, D.D.S.
Karen N. Spargo
Samuel W. Streit, D.O.
Diane L. Stroman
F. Peter Swanson, M.D.
Patricia C. Tarasovic
Alan J. Tyma
Nancy V. Valentine
Diane Wood
Jeffrey F. Yale, D.P.M.

2013

Achille A. Apicella
Josephine M. Butler
Robert Caponi
Cynthia DeLaurentis
Charles L. Drabek
Anthony W. D'Souza, M.D.
Israel Dvoretzky, M.D.
Robert L. Fiscus
Robert A. Fox
Peggy J. Freeman
Paul O. Gaetano
George H. Gamble, III
Mary Lou Golebieski
Thomas I. Greene
Thomas F. Hallihan
Madelyn R. Izzo
Richard Kashuba
John P. Kiley, Jr.
Themis Klarides
Richard Knoll
Joan M. Kotenski
William M. LaRovera, Sr.
Peter R. Madonia
William Menna
William M. Miller
Judy L. Nicolari
Suzanne R. Reilly
Ira G. Rock, M.D.
Eileen M. Ryan
Alfonso. Smith
Gregory J. Stamos
Vincent J. Tonucci
Timothy J. Walsh, III
William F. Weaver
Janice Yankowski
John J. Zaprzalka

GRIFFIN HOSPITAL is a not-for-profit, tax-exempt subsidiary of the Griffin Health Services Corporation. A 160-bed acute care community hospital, Griffin has more than 280 active and courtesy physicians who have admitting privileges. Griffin has received national recognition for creating a facility and approach to patient care that is responsive to the needs of patients. Many health-care facilities around the world send visitors and incorporate Griffin's concepts into their healthcare models.

PLANETREE is a not-for-profit organization dedicated to personalizing, humanizing and demystifying the healthcare experience for patients and their families. Founded in 1978, the Planetree Network now has more than 140 members dedicated to the patient-centered model of care, which supports and nurtures healing on all levels. Planetree became part of the Griffin corporate family in 1998.

G. H. VENTURES, a for-profit, taxable subsidiary of the Griffin Health Services Corporation, is responsible for development and operation of business ventures that further the mission of Griffin Health Services Corporation and Griffin Hospital.

HEALTHCARE ALLIANCE INSURANCE COMPANY, LTD., a Cayman-Islands based captive insurance company owned jointly by Griffin Health Services Corporation, Milford Health and Medical, Inc., and the Greater Waterbury Health Network, Inc., was created to offer professional malpractice and general liability insurance coverage to Griffin Hospital, Milford Hospital, Waterbury Hospital, and members of their respective medical staffs.

GRIFFIN HOSPITAL DEVELOPMENT FUND is a not-for-profit, tax-exempt subsidiary of Griffin Health Services Corporation. The Fund's 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.





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

TO LEARN MORE ABOUT OUR PROGRAMS AND SERVICES,
CALL INFOSOURCE AT (203) 732-7211
OR VISIT OUR WEBSITE,

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