



GRIFFIN HOSPITAL
ANNUAL REPORT 2009
A Century of Caring for Our Community





Celebrating a Century of Caring for Our Community

Griffin Hospital's centennial celebration was a true community effort, with hospital employees, volunteers, and area residents working in concert to mark this milestone anniversary.

The various centennial celebrations and activities throughout 2009 reflected the collective spirit, generosity, and commitment that has sustained and given purpose to Griffin Hospital for its first hundred years. Together, we honored our past, celebrated our present, and looked ahead boldly to our future. You can read more about the activities in the "Philanthropic Highlights" section of this report, which begins on page 26.

As Griffin prepares to embark upon its second century of caring for our community, we extend our sincere gratitude to all those who helped make our year-long centennial celebration possible, particularly our Centennial Champions, listed on page 31, and our Centennial Sponsors, listed below:

A SPECIAL THANK YOU TO OUR PREMIER CENTENNIAL SPONSORSHIP COLLABORATIVE

Cardiothoracic Surgical Associates P.C.
Gastroenterology Specialists
Griffin Anesthesia Associates
Griffin Emergency Department Physicians
Griffin Faculty Practice Plan



Heart Specialists of Southern CT
New Haven Radiology Associates
Pulmonary Specialties, P.C.
Southern Connecticut Urological Associates
Southern Connecticut Vascular Center

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We invite readers to view the online version of this report at www.griffinhealth.org/centennial annual report in order to view and listen to some of the highlights of our Centennial Year:

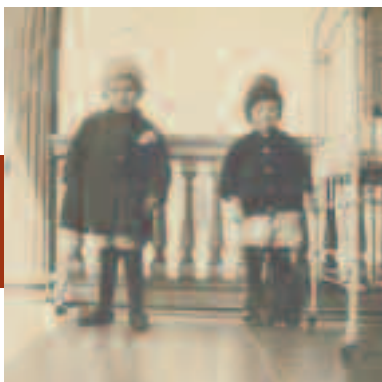
Film History of Griffin Hospital
Clips from of our StoryCorps interviews
The First Annual Walk / Run Video
Roberto Iarussi Singing at the Sterling Opera House, Derby
Photos from all events

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Photo credits: Courtney Dauwalder (StoryCorps photos - cover and page 27)
Amanda Rose Photography (Griffin Hospital Birthday Celebration photo, page 28, and Centennial Awards photo, page 26)

Cover images – A Mosaic of Things Griffin - Clockwise from upper left: Griffin Hospital and its first motorized ambulance, circa 1925; StoryCorps participants Jamie Cohen, President, Valley Community Foundation, and his mother, Jane Cohen, former President, Griffin Hospital Auxiliary; Griffin Tales brochure cover girl and current Griffin employee Tanya Little with nurse (see page 27 for Tanya's "grown-up" photo); Griffin's Center for Cancer Care, which opened in October 2008.



HISTORY

Griffin at a Glance

	2009	2008
Licensed Beds	160	160
Bassinets	20	20
Discharges (including newborns)	7,533	7,617
Patient Days	33,581	34,779
Outpatient Visits	179,202	172,227
Average Length of Stay	4.46 days	4.57 days
Newborns	625	675
Emergency Department Visits	38,194	38,895
Laboratory Procedures	760,954	761,289
Psychiatric Visits	14,938	14,549
Total Radiology Procedures	74,627	73,604
Sleep Lab Visits	1,075	1,061
Digestive Disorders Center Cases	3,349	3,298

Staff Statistics	2009	2008
Employees	1,384	1,381
Active Medical Staff	145	150
Courtesy Medical Staff	139	134
Visiting/Consulting Staff	11	11
Nurses	291	288
Residents in Training	31	31
Volunteers	454	375
Volunteer Hours	65,244	58,778

Message from the President and CEO

During 2009 we took time to celebrate the 100th anniversary of the hospital's opening and to acknowledge the contribution of the generations of community leaders, starting with the hospital's founders, who established and have guided our organization in a manner that has enabled it to expand its facilities and services to meet the healthcare needs of a growing community and to enhance its performance to meet the increasing expectations of those we serve.

Our centennial celebration provided us with the opportunity to honor the skilled and dedicated physicians that have comprised the hospital's medical staff over the last century and have distinguished themselves as exceptional clinicians, educators, and researchers while keeping Griffin at the forefront of medical care. We also recognized the many remarkable Griffin caregivers – nurses, technicians and support staff – that for 100 years have helped heal and comfort those who have trusted Griffin Hospital with their care. As Cornelia Evans, Executive Director of the Griffin Hospital Development Fund, describes in her report, we also took the opportunity to express our gratitude for the generosity of the many philanthropic Lower Naugatuck Valley residents who have demonstrated their commitment to each other and their community by becoming part of the legacy of charitable giving to Griffin that started with George Griffin.

We were moved by the level of community participation in our centennial activities and inspired by the stories shared by individuals young and old about how Griffin Hospital and Griffin caregivers have made a positive difference in their life and the lives of those they love. While care giving is sacred and inherently rewarding, we found these stories and the sentiment they expressed to be both humbling and fulfilling. The overwhelming kindness and support we have experienced is greatly appreciated and will provide sustenance as we pursue our mission during our second century of caring for our community.

We are pleased to report the successful completion of our campus expansion and facilities improvement project. The final phase of this ambitious project that started in 2007 ended with the opening of our new Clinical Laboratory and expanded and completely renovated Emergency Department.

The new Laboratory was built in space formerly occupied by the hospital's Cardiac Rehabilitation and Physical Therapy Departments, which were relocated to the Hewitt Ambulatory Care Pavilion during phase I of the project. The new Laboratory provides the hospital's laboratory technologists and pathologists with a

comfortable and efficient facility that is designed to accommodate growing laboratory testing volume, increasingly sophisticated analytical equipment and information technology, and future automation that will speed testing turnaround time and improve productivity. Transitioning to the new Laboratory without operational disruption required tremendous planning and flawless execution. Griffin's successful transition was orchestrated by Laboratory Director Jim Zibluk.



Patrick A. Charmel

Like the Laboratory transition, expanding and renovating the hospital's Emergency Department while it remained in operation treating more than 100 patients a day was a tremendous logistical challenge. Emergency Department Clinical Director Dave Ryan and Chairman of Emergency Medicine Dr. Greg Boris worked closely with the Emergency Department's nurses, technicians, physicians, and physician assistants, as well as staff from other hospital departments that support the Emergency Department, to ensure that any adverse impact on care delivery was minimized and the best possible environment for patient care was maintained throughout construction. Their effort and the understanding of our patients and their families were rewarded with a remarkable new Emergency Department (ED), which is 50% larger than its predecessor. The new ED is designed to accommodate the delivery of patient-centered emergency care in a healing environment, and offers state-of-the-art patient monitoring and clinical information technology. In addition, numerous operational improvements have been made, including the doubling of triage capacity and the introduction of bedside registration, resulting in faster processing, shorter waiting times, and improved patient satisfaction.

A less visible but essential part of our facilities improvement project was the replacement of five 1965 vintage air handling units located in the East Wing Basement. These units are a major component of the hospital's heating, ventilating, and air conditioning system. The antiquated units we replaced were both inefficient and inadequate, driving up hospital energy costs and making temperature control to ensure patient and staff comfort impossible.

The new units came at a cost including installation of \$3.2 million. This considerable investment is expected to return approximately \$70,000 annually in reduced electricity usage and \$60,000 per year in reduced heating fuel cost. In addition, the United Illuminating Company provided the hospital with a \$300,000 energy conservation incentive payment under its Energy Opportunities Program. As a result of the air handling equipment replacement, we have experienced a dramatic improvement in building ventilation and

Message from the President and CEO

temperature control, particularly in the new Laboratory and Emergency Department. Facilities Manager Ed Oskandy coordinated the successful air handling equipment replacement project, including the work performed by hospital plumbers, electricians, and refrigeration mechanics who provided their expert assistance to our outside mechanical contractor.

While most of our recent facility and program development effort has been focused on our main campus, 2009 marked the beginning of a move to locate ambulatory care services out in our community to make these services more accessible and convenient. In June the hospital opened The Griffin Imaging & Diagnostics Center at Ivy Brook, located at 2 Ivy Brook Road in Shelton. This 5,000 square foot facility was designed to accommodate leading edge medical imaging technology as well as the components of the Planetree model of patient-centered care. As a result, the Center offers a healing environment and services that are sensitive to the needs of all patients served, with a particular focus on the needs of pediatric, geriatric and large body mass patients – three populations that were inadequately served by preexisting diagnostic facilities.

The Center's imaging equipment includes Connecticut's first, and the area's only, Truly Open/Boreless High-Field Strength MRI, the Hitachi Oasis. The unique architecture of the Oasis eliminates the enclosed feeling experienced in other MRI units – even so called "open" MRI – and because of its superior magnet strength, the Oasis produces the best open MRI image quality in the state. The design and capabilities of the OASIS make it ideal for pediatric patients in that parents can accompany their child in the scanner to provide comfort and support. Large body mass patients with a weight of up to 600 pounds can fit comfortably in the OASIS and be assured that images produced offer their clinician diagnostic confidence. Other imaging modalities available at The Imaging & Diagnostic Center include CT, Digital Radiography, and Ultrasound, all of which offer unique features to better serve the Center's special populations. The Center's distinctive technical capabilities and growing reputation for personalized humanistic diagnostic service in a truly healing environment have attracted patients from across Connecticut and from neighboring states. Development of The Griffin Imaging & Diagnostics Center at Ivy Brook was led by Vice President, Ambulatory Services Marge Deegan and accomplished by a team that consisted of: Director of Radiology and Cardiology Christine Cooper; Vice President, Engineering and Facilities Planning Seth Shepard; and Radiology Marketing Specialist Dan Tuccio.

October 2009 concluded the first year of operation of the Center for Cancer Care at Griffin Hospital. The Center has quickly established a strong reputation for clinical excellence, highly coordinated care, and a holistic approach to cancer treatment that addresses patients' emotional and spiritual needs, as well as their physical needs. The superior performance of the Center for Cancer Care was recognized by the American College of Surgeons Commission on Cancer when it awarded the Center a full three-year Accreditation with Commendation. Community support for the Center for Cancer Care and the patients it serves was demonstrated by the more than 150

community residents who participated in the inaugural Center for Cancer Care 5k Walk/Run. The Center and its exceptional staff have touched the lives of more than 350 individuals who have been referred to the Center for evaluation and treatment. In the coming year we will expand the services of the Center for Cancer Care to include a Comprehensive Breast Health Center.

The new Comprehensive Breast Health Center will build on the success of the Rapid Diagnostic Breast Center (RDBC) established in 2000. The RDBC model helps to reduce the anxiety experienced by women who discover a lump in their breast or have an abnormal mammogram by reducing the time from initial finding to definitive diagnosis and by helping to coordinate and expedite care, if necessary, once a diagnosis is made. Since the RDBC's inception, average turnaround time has been reduced from 33 days to 6.6 days. The new Center will be directed by a fellowship-trained breast surgeon whose office practice will be incorporated in the Center. The Comprehensive Breast Health Center will feature the latest digital mammography technology to provide better visibility of the breast, particularly in women with dense breast tissue. Care navigation services will also be provided as will genetic evaluation, plastic and reconstructive surgery evaluation and treatment, education, support, and rehabilitation services. To make the new Comprehensive Breast Health Center a reality the Griffin Hospital Development Fund must raise a minimum of \$1 million to fund the required investment in Center construction and equipment acquisition. The campaign for the Comprehensive Breast Health Center will begin shortly and is expected to attract widespread support, especially from community women who appreciate the benefit of the services the Center will offer.

One of the biggest challenges facing Griffin and all hospitals is the healthcare labor shortage. A key strategic focus for Griffin has been and will continue to be enhancing our ability to attract and retain high performing caregivers in all disciplines and professions. Despite the rising rate of general unemployment, shortages remain in a number of health professions including nursing, pharmacy, physical therapy, and laboratory technology. While the shortage is less acute in those healthcare professions requiring less formal education and training, many applicants that we see for positions in these professions lack the necessary skills to meet Griffin's high standards. One such profession is phlebotomy, in which technical proficiency and compassion are essential for diagnostic accuracy and patient comfort and satisfaction. More than three years ago we hired Tracy Huneke, a certified phlebotomy educator, to provide continuing education and skills training to the hospital's phlebotomists and multi-skilled technicians. Tracy recognized that medical assistant and nurse's aide programs in area technical schools were not providing adequate hands-on phlebotomy training and that their graduates were ill equipped to perform the phlebotomy function upon graduation. This realization prompted Tracy, along with Ann-Marie Saranich, Director of Professional Development, to propose the creation of an intensive phlebotomy education and training program to be part of a new hospital-based school. Once the concept was approved, Tracy and Ann-Marie pursued the

Griffin Hospital Leadership

Miss Sarah E. Parsons, R.N., Matron, 1909-1910
Miss Harriet J. Allyn, R.N., Superintendent, 1910-1919
Alice May Watson, R.N., Superintendent, 1919-1921
Helen T. Nivison, R.N., Superintendent, 1922-1952
Vera Devitt, R.N., Acting Superintendent, 1952-1953
A. J. DeLuca, Administrator, 1953-1979
Fredric C. Nicewicz, Acting Administrator, July 1 to Oct. 15, 1979
Alfred E. Fasulo, Jr., Administrator, 1979-1980
John Bustelos Jr., President and CEO, 1981-1998
Patrick A. Charmel, President and CEO, 1998-present

establishment of a school with relentless energy and determination. Their effort was generously supported by the Valley Community Foundation, AT&T, the Ferriday Fund Charitable Trust, and the New Alliance Foundation, resulting in the founding of The Griffin Hospital School of Allied Health Careers. The School, which received Accreditation by the State of Connecticut Department of Higher education in August, enrolled its first class of 31 students on September 15. Interest in the phlebotomy program is strong and plans are already under way to expand the school's educational offerings.

The new School of Allied Health Careers is just one example of our effort to improve clinical and service quality. Others are described by Dr. Kenneth Schwartz, Vice President Medical Affairs in his message that follows. That effort has been recognized by numerous certifying bodies and accrediting agencies that have granted accreditation and /or certification to our Respiratory Therapy, Pulmonary, and Radiology departments during 2009. The success of our effort has also been acknowledged by HealthGrades, which granted Griffin its 2009 and 2010 Distinguished Hospital Award, which recognizes the best 5% of hospitals nationally for clinical excellence. This achievement and recognition is a tribute to the talent and professionalism of our team of high performing caregivers who are committed to providing those we serve with exceptional care and treatment. Their commitment is rooted in our Planetree patient-centered care philosophy.

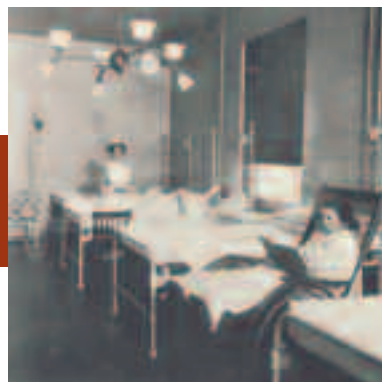
In her message Planetree President Susan Frampton describes the growing recognition that the patient-centered approach to care long advocated by Planetree is fundamental to the delivery of high quality care that is both safe and effective. This recognition and the recognition that Planetree is the leader of the rapidly growing international patient-centered care movement have resulted in increased influence for Susan and Planetree. In fact, HealthLeaders magazine named Susan one of "20 People Who Make Healthcare Better" in 2009.

At the close of 2009, we were hopeful that comprehensive federal healthcare legislation would be adopted and result in a dramatic reduction in the number of Americans without health insurance. Many of the nation's 45 million uninsured are working poor and lack the financial resources to pay for care "out of pocket," and therefore do not seek routine primary care and preventive services as do most insured individuals who have an ongoing relationship with a personal physician. Their lack of routine primary and preventive care results in diminished health status and poorer health outcomes.

When our community's uninsured do seek care it is often from the hospital's Emergency Department. However, care in the Emergency Department is episodic and lacks the continuity necessary to effectively manage chronic diseases and administer preventive health services, including routine health screenings. Care provided to the uninsured in the relatively expensive Emergency Department setting often goes unpaid, increasing the hospital's free care burden and making care more expensive for those who do pay for care. Griffin saw its free care and bad debt increase to \$12 million in 2009, a 2% increase over our 2008 level. In fact, more than 4,000 uninsured individuals received care from Griffin in 2009. This is no doubt attributable to rising unemployment caused by the economic downturn and employers eliminating health insurance coverage for their employees because the cost has become unaffordable. How to solve the growing problem of the uninsured and the rising cost of healthcare has been the subject of fierce debate, and strong philosophical differences have impeded the search for a solution. We know the adverse impact that current conditions are having on our ability to fulfill our mission and to ensure the delivery of the care and services that our community needs and deserves; therefore we will continue to advocate for sensible and sustainable solutions and be prepared to share in the sacrifices that will likely be necessary by all stakeholders.

Whatever the outcome of the current reform movement, we stand ready for our second century of service to our community and are grateful to those that we serve for their continuing support and confidence.

*Sincerely,
Patrick A. Charmel*



HISTORY

Message from Griffin Health Services Corporation Chairman



John W. Betkoski III

As we end Griffin Hospital's Centennial year and a remarkable 100 years of meeting the health care needs of community residents, I would like to salute my predecessors who served as Chairmen of the Board of Trustees of Griffin Hospital. They are all listed in the box alongside this message.

They and the hundreds of community leaders that served tirelessly as members of the Board have guided Griffin over its amazing journey to where it is recognized today as an industry leader in providing patient-centered, Planetree care and providing an exceptional patient experience to those we serve.

The journey could also not have been achieved without the professional leadership of the management teams and the thousands of employees that have cared for the more than a million people who have used Griffin's Emergency Room and the hundreds of thousands who have been admitted as patients to Griffin Hospital since it opened its doors in 1909.

Griffin has especially shined during times of disasters including major trolley accidents in 1917 and 1921 resulting in deaths

and serious injuries; response to the great flu epidemic of 1918 that resulted in more than 400,000 deaths nationwide and a massive immunization of 19,000 residents to avoid an outbreak of typhoid after the historic flood of 1955. And heralded more recently was Griffin's handling of the Otilie Lundgren inhalation anthrax case in 2001.

It was the vision and philanthropy of George Griffin and a group of community leaders who began a fundraising effort that resulted in the building of Griffin Hospital in 1909. That community spirit continues today as Griffin is completing its largest fundraising campaign in its history, raising close to \$6.5 million to build the Hewitt Ambulatory Care Pavilion and Center for Cancer Care and to renovate and expand the Emergency Department. We are truly grateful to all who supported our "Breaking New Ground" Campaign.

A recent news story about the Jones family, owners of the well known family farm business in Shelton, really talks to Griffin's value to the community and its history of service to community members. Four generations of the Jones family, beginning with now 91 year old Phil Jones, were born at Griffin Hospital. Phil's three siblings were also born at Griffin. Phil's son Terry born in 1947 was the second generation of the Jones family to begin life at Griffin, and then came Terry and Jean



Jones' daughter, Gwyn in 1979. More recently it was the two children of Terry and Jean's son Jamie, Jackson in 2004 and Sam in 2007, who were born at Griffin. Jean Jones is now a member of Griffin's Board of Directors and will be helping us position Griffin for its second century of service to our community.

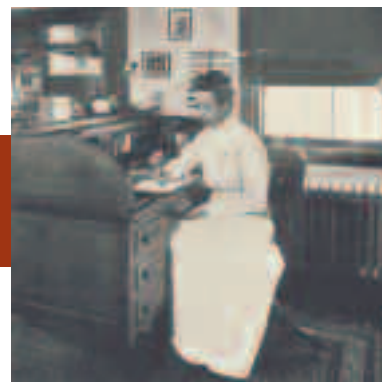
I think the story of the Jones family is one of many in Griffin's history, but it is a wonderful example of how Griffin has contributed to making the community a vital and better place.

I thank all who have supported Griffin over these 100 years either through philanthropic support or for their confidence in Griffin and their use of Griffin Hospital as their provider of choice. I will leave to Pat Charmel the role of reporting on the challenges and successes of the past year.

*Sincerely,
John W. Betkoski III*

Chairmen of the Griffin Hospital Board of Directors

- Dr. Albert Phillips, 1901-1901
- Charles E. Clark, 1902-1909
- Bruce N. Griffing, 1909-1926
- Charles F. Brooker, 1926-1926
- James B. Atwater, 1926-1938
- George Gamble, Sr., 1938-1958
- Edward L. Miller, 1959-1963
- Franklin S. Harris, 1964-1966
- Edmund Worfolk, 1967-1969
- Collins T. Dawson, 1970-1972
- Edward W. Miller, 1973-1976
- David B. Cohen, 1977-1978
- Angelo E. Dirienzo, 1979-1982
- Frank M. Osak, Jr., 1983-1985
- John Costigan, 1986-1987
- Frank Casaveri, 1988-1989
- Frederick J. Quinn, 1990-1993
- Robert Fiscus, 1994-1997
- Anthony Pagliaro, 1998-1999
- Gerald T. Weiner, 2000-2003
- John J. Zaprzalka, 2004-2007
- John W. Betkoski III, 2007-present



HISTORY

Message from the Vice President of Medical Affairs



Kenneth V. Schwartz, M.D.

As physicians, our medical staff has always wanted the latest technology and capability to bring to bear in the care of our patients. That has been a constant throughout Griffin Hospital's first century of caring for its community, and as we conclude our centennial year, I am reminded of how far we have come, particularly over the past few years.

With the opening of new outpatient centers, such as the Center for Cancer Care and the new Griffin Imaging & Diagnostics Center at Ivy Brook in Shelton, and the expansion and modernization of the hospital's Clinical Laboratory and Emergency Department, Griffin is better prepared than ever to serve our community. Meanwhile, the hospital has put in place a number of less visible, but equally important measures to ensure patient safety and superior clinical outcomes. The medical staff has been integral to those efforts, which have resulted in Griffin achieving industry leading performance in several key areas.

Griffin recently achieved the highest average Core Measures score in Connecticut, with a 97.9% compliance rate among the clinical process measures used by the Centers for Medicare and Medicaid Services (CMS) to compare the performance of hospitals across the country. Griffin also achieved superior outcomes in a number of patient safety measures, such as eliminating ventilator associated pneumonias and reducing the occurrence of injury causing patient falls.

In addition, a new, consumer friendly report defining hospital "value" rated Griffin in the top tier of U.S. hospitals. In fact, The Health Value Index, which rates hospitals by their success in four critical areas -- quality, efficiency, affordability, and patient satisfaction -- ranked Griffin among only three Connecticut hospitals in its "Best in Value" category (the ratings can be viewed online at www.hospitalvalueindex.com).

On the patient satisfaction front, our medical education program has been working to improve the quality of patient-physician interactions at the hospital. Many of our residents and hospitalists have participated in training initiatives to improve and facilitate effective patient teaching and communication during hospital stays. A series

of physician profile cards was also developed as a tool for Griffin's hospitalists to use in providing patients with additional background on the care team involved in their treatment.

The medical staff recently revised its bylaws to improve its governance and leadership structure, and implemented a new set of Ongoing Professional Practice Evaluation procedures and Focused Professional Practice Evaluation procedures in concurrence with Joint Commission standards. The medical staff also created a new orientation program to educate new physicians to its policies and procedures, the revised peer review process, and the Planetree philosophy. Completion of the program is now required for advancement from Provisional to full Active staff membership.

The hospital's implementation of a completely electronic medical record (EMR) is critical to our ongoing efforts to improve quality, efficiency, and safety. As part of this effort, the medical staff began dictating all consultations, enabling them to be available electronically in a shorter period of time, as well as more easily accessible for review in the future. Computer Order Entry (COE), another important aspect of the EMR conversion, has been shown to be more timely and accurate and help to reduce the potential for medication errors by physicians, nurses, and pharmacists. Most attending physicians have been trained and are now implementing this important patient safety tool.

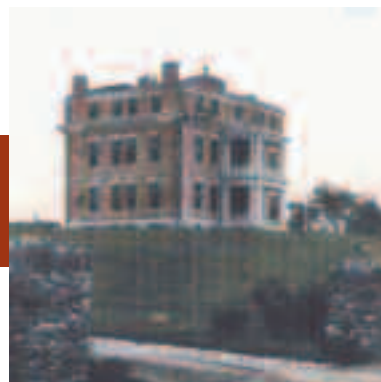
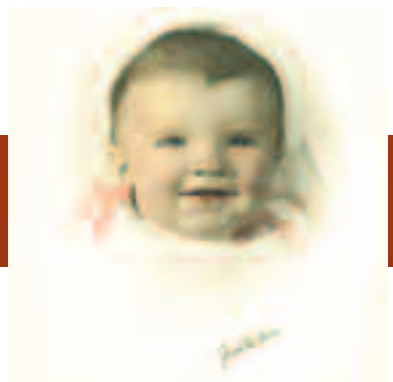
Griffin Hospital also introduced a new Medical Staff Performance Feedback Tool, which incorporates data from multiple sources to provide physicians with benchmark information on their performance. The tool covers physician performance in six core compe-

tencies: Patient Care, Medical Knowledge and Skills, System Based Practice, Interpersonal Communication and Skills, and Practice Based Learning.

In addition to these initiatives, the medical staff has expanded its capabilities and breadth of specialties to include board certified specialists in every medical and surgical subspecialty. Under the leadership of Marsel Huribal, MD, Chair of the Department of Surgery, we have recently added new expertise in surgical oncology, breast surgery, colorectal surgery, advanced laparoscopy, and joint replacement surgery, as well as a team of fellowship-trained vascular surgeons. The Emergency Department now is staffed exclusively by Board Certified Emergency Medicine physicians to ensure the highest level of care. And we are constantly seeking to attract new medical staff members with additional skills and expertise to help carry on the legacy of excellence created by those physicians who preceded us over the past century.

Looking ahead, we can only speculate on what effect future health-care reform legislation will have on the provision of care, what impact the economic crisis will have on patients' access to care, and what advances in medical science and technology will bring. But regardless of what is to come, our medical staff will continue to respond to all changes and challenges with the same dedication and passion for patient care that has been the hallmark of Griffin Hospital since its founding 100 years ago.

*Sincerely,
Kenneth V. Schwartz, M.D.*



HISTORY

Message from the Planetree President



Susan Frampton, Ph.D.



When the Planetree pioneers first conceived of the concepts and philosophy that would come to define the model 31 years ago, they never could have imagined the term patient-centered care would become a buzzword in 2009. A quiet whisper that originated in the five Planetree model sites became audible in 2001 when the Institute of Medicine published its report identifying patient-centered care as one of six interrelated aims of quality healthcare.

Now with recent Congressional support of sweeping healthcare reform and Centers for Medicare and Medicaid Services (CMS) publicly reporting hospitals' performance on the patient experience via HCAHPS, the term "patient-centered" is being used to describe everything from healthcare legislation to high-tech MRI equipment. Although the meaning of the words may be interpreted beyond the conventional definition of patient centeredness, Planetree affiliates are well positioned to lead the industry as it moves from defining to "doing." The unprecedented attention being focused on the core values underlying the concept are a part of the very fabric of Planetree member organizations. The work that has been done by our own pioneering affiliates continues to lead the way as the industry struggles to operationalize patient and resident-centered approaches to care delivery.

The growing recognition that patient-centeredness is fundamental to safe, quality care has been reinforced by its inclusion in both U.S. healthcare reform efforts, and in the VA's championing of veteran-centered care.

This interest among VA leaders throughout the country to learn more about Planetree has led to a surge in membership, culminating with 26 new VA medical centers. We've also welcomed new member hospitals and continuing care affiliates in Alaska, Colorado, California, Connecticut, Massachusetts, Illinois, Washington and Wyoming. Many of these new members come to visit our Planetree offices here in Derby and tour Griffin Hospital, its Center for Cancer Care, North Wing patient care building, and even the new Imaging and Diagnostic Center in Shelton to see the Planetree philosophy and elements of healing design at work.

Growth outside the U.S. remained strong as well with our first member hospitals in Brazil and Japan. Working together, we are shaping the practice of patient and resident-centered care in ways that are culturally relevant in these diverse settings. A new French language network was launched, Planetree Quebec Network, and under the direction of Planetree Nederlands, we are experiencing continued growth in Holland.

Opportunities to heighten awareness of the Planetree model and share the accomplishments of our affiliates included venues both domestic—American College of Healthcare Executives' Annual Congress in Chicago and The Risk Management and Patient Safety Institute's Annual Risk Management Seminar in Michigan—and international, including such exotic locales as Cairo, Egypt, and

Jeddah, Saudi Arabia where interest in enhancing and personalizing the patient experience is beginning to emerge.

Setting the standard for excellence in patient-centered practice continues to be the focus of our Patient-Centered Hospital Designation program. Griffin is currently one of only 10 hospitals worldwide to achieve this distinction. The Designation program is currently expanding with pilot projects for behavioral health, long-term care, and the Distinction Award which has emerged as the next level of achievement for our designated sites. Global interest in the designation process has accelerated resulting in the convening of the first meeting of the International Designation Council at the Planetree Annual Conference in Baltimore, a key step in using both the Planetree model and the designation criteria to help define and recognize patient-centered practices around the world.

Another important announcement was made during the Annual Conference this year. During the Spirit of Planetree Awards Dinner Patrick Charnel was honored as the 2009 Planetree Lifetime Achievement Award winner, a testament to his more than two decades of pioneering work in patient-centered care as well as Griffin Hospital as the flagship Planetree hospital.

Our interconnectivity is at the core of Planetree's learning community and the fuel for accelerating real transformative change. To further forge connections with our affiliates and harness the power and popularity of social networking, Planetree introduced a new

communication tool called "My Planetree." This collaborative platform enables Planetree members and Planetree staff to meet online to connect, share and learn with the entire network, within a specific geographic area or with groups focusing on specific aspects of patient-centered care such as nursing, facility design or communication tools. We continue to strengthen our relationships with like-minded organizations that are shaping policies that impact patient and resident experiences. Planetree has had a seat at the table of the National Quality Forum's care coordination project, the Joint Commission's expert advisory panel, as well as the Agency for Healthcare Research and Quality's funded project creating a Guide to Patient and Family Engagement. Additionally, Planetree is building an alliance with the Case Management Society of America and the National Transitions of Care Coalition to fundamentally improve hand-offs between various sectors of the healthcare system.

While legislators debate policies for improving healthcare, caregivers are the true agents of change bringing patient-centered care to life one patient and one family at a time. Collaboration has always been the hallmark of Planetree, and with our growing community of caregivers transforming healthcare we ensure that patient-centered care not only remains a popular part of the vernacular, but most importantly becomes an expectation, rather than an exception, in healthcare.

*Sincerely,
Susan Frampton, Ph.D.*



HISTORY

Planetree at Griffin: A 17-Year Tradition

Griffin Hospital has employed the Planetree model of care for the past 17 years, focusing on service excellence and providing meaningful opportunities for patients and families to be actively involved in their care. This October, Griffin joined hospitals and healthcare organizations throughout the U.S. and around the world in commemorating the third annual Patient-Centered Care Awareness Month. Several state Governors, including Connecticut's M. Jodi Rell, signed proclamations acknowledging hospitals' commitment to Planetree's values and patient-centered model of care in their respective states.

Last year, Griffin's commitment to the Planetree model was recognized by Planetree, when the organization named Griffin one of only 10 "Designated Patient-Centered Hospitals" worldwide. Griffin's commitment to Planetree was further evidenced at this year's Planetree Annual Conference, held October 4-7 in Baltimore, in the form of several individual awards:



Receiving a 2009 Spirit of Planetree Therapy Animal Award was **Pebbles**, a furry 75-pound, six-year-old flat coated retriever mix. During her regular visits as a therapy dog, Pebbles lifts spirits throughout the hospital with her trademark move: sitting on her hind legs and raising her paws to receive a "high five."

Receiving a 2009 Spirit of Planetree Caregiver Award was **Lorie Pierce, RN**, who was a nurse champion and one of the key players of the implementation of the Planetree model when it was first introduced at Griffin. Lori was recognized for her embodiment of Griffin's Planetree philosophy over her 30-plus years of service to the hospital.

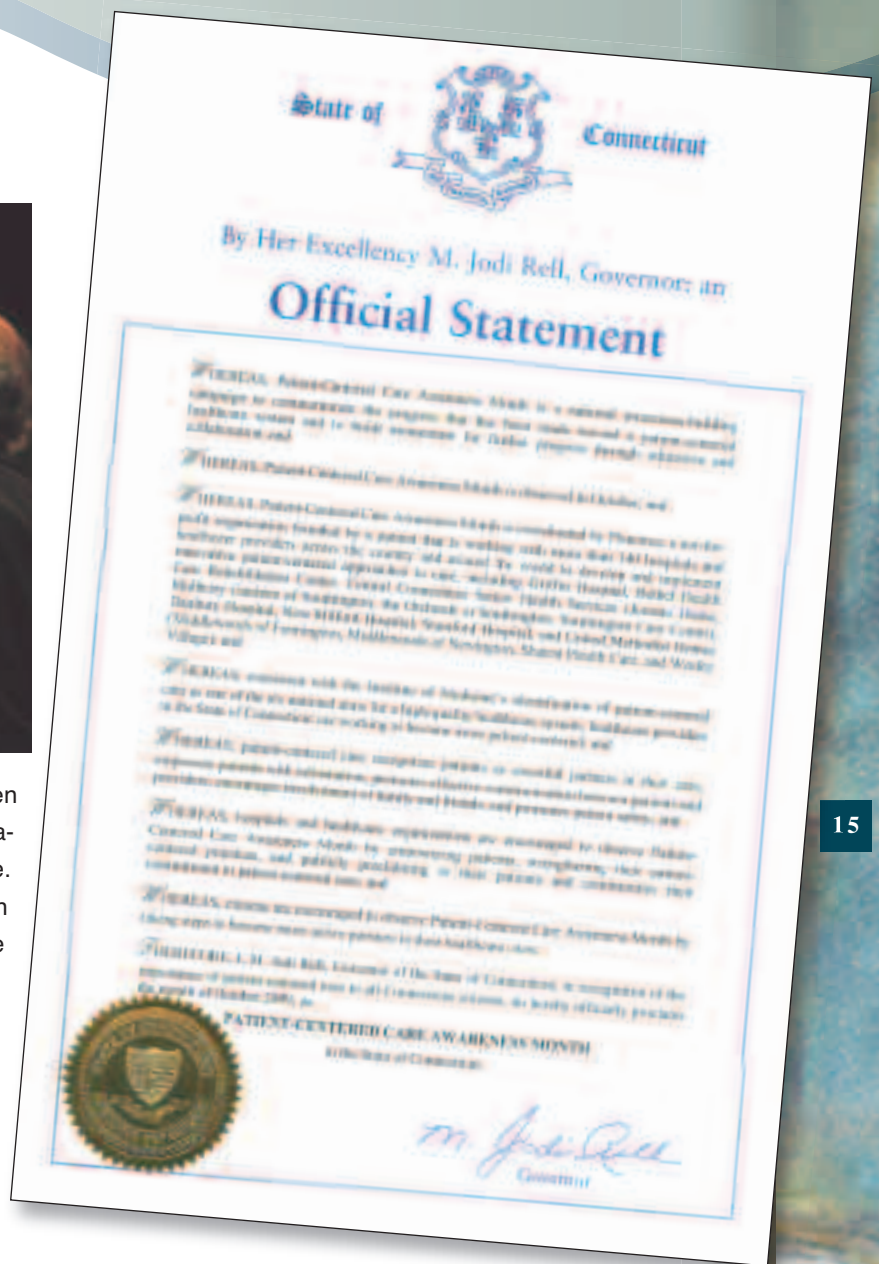
Receiving a 2009 Spirit of Planetree Physician Champion Award winner was Griffin Emergency Department (ED) physician **Benjamin Doolittle, M.D.**, who was recognized for his patient-centered approach to care and his efforts to integrate the Planetree model into the overall ED experience for Griffin's patients.

And winning the conference's premier award, the 2009 Spirit of Planetree Lifetime Achievement Award, was **Patrick Charmel, Griffin President and CEO**. As President of Griffin Health Services Corporation, Charmel is also the CEO of its subsidiary corporation, Planetree. He was recognized for his 20-plus years of innovation and leadership at Griffin Hospital, the flagship hospital of the Planetree network, as well as his countless contributions to furthering the Planetree model in the U.S. and abroad.





“Patrick is that rare leader who possesses both a keen business sense and an understanding of the power of relationships,” said Susan Frampton, President of Planetree. “These qualities have made him an asset not only to Griffin Hospital, but also to Planetree. His ability to articulate the case for patient-centered care has paved the way for the expansion of Planetree worldwide. At Griffin, Patrick has guided the transformation of one hospital; through his leadership of Planetree, Patrick is helping to guide the transformation of healthcare as we all know it.”



HISTORY

2009 Highlights

Griffin Hospital received a \$48,730 grant from Susan G. Komen for the Cure® Connecticut to support the hospital's Rapid Diagnostic Breast Center (RDBC). This is the ninth year in a row Griffin has received grant dollars from the organization. This year's Komen grant, the largest ever received from the organization by Griffin Hospital, will enable the RDBC to continue serving the breast health needs of uninsured/underinsured, low income, and ethnic minority women in the Lower Naugatuck Valley.

Dr. David L. Katz, director of the Yale-Griffin Prevention Research Center and founder of The Turn the Tide Foundation, Inc. provided free copies of the Nutrition Detectives™ DVD to all school district Superintendents in Connecticut. Nutrition Detectives™ is a brief, 90-minute, nutrition program designed for elementary school aged children to help address the growing epidemic of obesity in children. Production and distribution of the DVD was funded by Juice Plus+, a natural whole food based product providing nutrition from fruits, vegetables and grains in capsule form, and by Dr. Katz's non-profit Turn the Tide Foundation.

The Valley Women's Health Initiative honored six area women at its 9th Annual Women Making a Difference in the Valley (WMDIV) Tribute Luncheon and Breast Cancer Fundraiser. Honorees were Ann Conroy and Christine Cooper of Seymour; Peggy Marlowe, representing the 6-town Valley community; Debbie Steckert, and Patricia Tarasovic of Oxford; and Norma Travis of Ansonia, all of whom have made positive contributions to the community and have demonstrated significant achievement in their fields of endeavor, both professional and volunteer. Proceeds from the Luncheon and Tribute benefit the Griffin Hospital/Valley Breast Care Fund, established in an effort to ensure that no person, regardless of age or socio-economic condition, is denied screening mammograms or diagnostic testing for breast cancer.

The Griffin Hospital Childbirth Center held its third annual Perinatal Bereavement Ceremony in October. The ceremony provides support for parents and families experiencing perinatal loss, as well as an opportunity for attendees and staff to remember, share, and comfort each other.

The Griffin Hospital Community Outreach and Parish Nurse Department joined a national movement to stop diabetes in November by hosting "Living Well with Diabetes." The seminar was presented by Dr. Liqun Song, a board certified internist and endocrinologist, and MaryAnn Hagberg, R.D., CD-N, clinical nutrition manager at Griffin Hospital. The two experts discussed how diabetes can lead to potentially life-threatening complications, and stressed the key role diet and exercise plays in prevention and management of the disease.

The Yale-Griffin Prevention Research Center (PRC) released a new interactive edition of its Community Health Profile. The profile, made available online for the first time, is a detailed report on area health trends and statistics that is widely distributed to health agencies at the state and local level. The profile was enhanced to include a searchable database which can be used to generate customized reports based on subsets of the data. In addition to providing data on health conditions and causes of mortality, the profile also includes data on the proportions of different age groups in each community, which can be used to compare the age distribution of a community's population to health trends in that community.

2009 Highlights

Griffin Hospital was presented with an NAACP award by Valley NAACP President Greg Johnson during the organization's 22nd Annual Freedom Fund Dinner in October. In presenting the award to Griffin Hospital, Johnson noted that both Griffin Hospital and the national NAACP were celebrating 100-year anniversaries and cited Griffin for its "commitment to provide health care services to the Valley community." Through its Community Outreach and Parish Nurse Program, Griffin Hospital has partnered with the Ansonia NAACP for the past three years to co-sponsor an annual community health fair. In addition to the NAACP plaque award, Griffin received citations from several state government officials including Governor M. Jodi Rell, Attorney General Richard Blumenthal and the General Assembly.

Griffin employees "stood united" in surpassing the hospital's \$25,000 organizational United Way Campaign goal. The hospital's gift supported the Valley United Way in its efforts to help fund various local social service agencies, and was particularly welcomed during the economic downturn that had created more community need for their services.

Griffin Hospital held a H1N1 information session for the public in the fall. The sessions were hosted by Dr. Howard Quentzel, Director of Infectious Diseases at Griffin Hospital, who provided an overview of CDC guidelines, described the warning signs and symptoms of H1N1 influenza, and offered practical advice and tips on how people could protect themselves and prepare for a



pandemic, should it occur. The majority of Griffin employees received the H1N1 vaccine, which helped prevent the spread of H1N1 in the hospital and the community, as did the temporary visitor restrictions implemented by the hospital.



HISTORY

2009 Highlights

Senator Joseph Lieberman and members of his staff toured Griffin Hospital in September. “I’m impressed,” Lieberman said. “This is obviously a very warm, humane environment for those who come for healthcare and those who deliver it.” Lieberman said he would take the principles of Planetree back to Washington to help inform the debate on a new healthcare. “It’s a helpful model and a real opportunity to reduce the cost of healthcare and improve the quality of care,” Lieberman said. He toured the hospital’s Emergency Department, which was being expanded thanks in part to the efforts of Lieberman, U.S. Rep. Rosa DeLauro, and U.S. Sen. Chris Dodd, who helped secure more than \$600,000 in federal grants for the project.



Valley food banks received 1,649 Cases of food on behalf of Griffin Employees before Easter. The food was delivered by tractor trailer in one shipment to the Basement Systems Warehouse in Seymour. Basement Systems offered the use of their warehouse to receive the food and to serve as the distribution point for the food banks. The delivery truck was greeted by about 60 Griffin employees, who helped representatives of local food banks draw from the shipment to stock their shelves. Griffin President

Patrick Charmel said, “The theme of Griffin’s 100th anniversary commemoration is “A Century of Caring for Our Community”. This gift is consistent with that theme, exemplifies our organizational values, and demonstrates the care and concern of our employees for the members of the community we serve experiencing hardship due to the deepening recession.”

Susan B. Frampton, PhD was recognized as one of “20 People Who Make Healthcare Better” by HealthLeaders Magazine. “Frampton’s tireless networking, consulting, speaking, and prolific writing appeals to health leaders to reform their own organizations from within,” the magazine noted in a 2009 article. “She says these necessary changes start when providers see healthcare—and everything they do as healthcare professionals—through the lens of patients and their families.” The Planetree philosophy continues to spread after some 30 years, with hospitals and systems as far away as Japan and the Netherlands taking part in Planetree projects. In addition, in recent years prominent academic medical centers such as the Cleveland Clinic and UMass Memorial Medical Center in Worcester, MA, have adopted the Planetree model.

A Griffin Hospital study of 136 congestive heart failure patients demonstrates that educating patients about post-discharge requirements may delay readmission. Griffin’s study, which was supported by a \$50,000 Connecticut Health Foundation grant, tested the effectiveness of an inpatient congestive heart failure education intervention compared to usual care among the hospital’s inpatients. Carolyn Sylvester, a nurse educator, used the “teach back” method to educate patients about post-discharge requirements, asking patients to repeat in their own words what they must do when they leave the hospital. Using this method, the average readmission time for the intervention group was 130 days, compared to 82 days for the control group, which did not use the method.

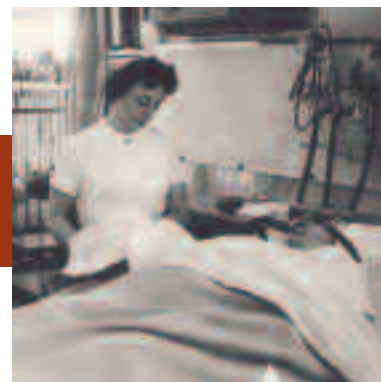
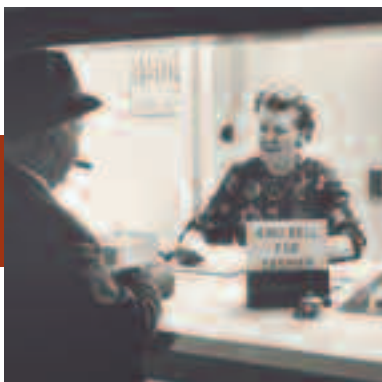
2009 Highlights



Griffin Hospital opened its School of Allied Health Careers in September, one of the first hospital-based schools of its kind to be accredited by the Connecticut Department of Higher Education. The hospital established the school to offer professional educational programs to provide training, education, and certification in selected health careers. Classes are taught by certified instructors in newly renovated classroom space in the Griffin Hospital Medical Building. Based on the success of the School's inaugural 12-week Phlebotomy Course, which was filled to capacity in September and graduated 29 students, a February course will be offered. Additional course offerings in other medical disciplines are being developed for the future.

The Valley Council Awards Committee selected Beth Comerford for one of its Savitsky Staff Excellence Awardees. Comerford, who accepted the award in December, was recognized for her dedication to making information available and useful to nonprofits in the region, both through their own organizations' work and through the work on the Council's Valley CARES (Community Assessment Research & Education for Solutions) effort.

The Workplace featured Griffin Hospital in its Summer Youth Employment Program video. The video, which featured a number of shots of the hospital and comments by hospital employees about the contributions of the students who participated in the Summer Youth Employment Program, will be widely distributed in Fairfield County.



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Patrick A. Charmel

President and CEO

Griffin Health Services

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Chief, Family Practice

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Chair, Department of Pediatrics

Dorothea Wild, M.D.

Chief Hospitalist

Open

Chair, Department of Anesthesiology

Adolescent Medicine

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Allergy & Immunology

Mark Aferzon, M.D.

Gerald J. Germano, M.D.

(Pediatrics)

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Division of Perioperative Anesthesia

Wilfredo E. Cadelina, M.D.

Dwayne Livigni, D.O.

Merton A. Smith, M.D.

Anesthesiology

Division of Pain Management

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Rakesh Patel, M.D. *

Pardeep K. Sood, M.D.*

Mohan Vodapally, M.D.*

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Teresa Kryspin, M.D.
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Lionel Lim, M.D.
Robin Mahabir, M.D.
Pierluigi Marignani, M.D.
David Moll, M.D.
Stephen J. Moses, M.D.
Haq Nawaz, M.D.
Stuart A. Nerzig, M.D.
Paul B. Nussbaum, M.D.
Jeffrey A. Orell, M.D.
W. Neil Pearson, M.D.
Martin Plavec, M.D.
M. Ehsan Qadir, M.D.
Howard L. Quentzel, M.D.
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Kenneth V. Schwartz, M.D.
Carlos Schweitzer, M.D.
Naveed R. Sheikh, M.D.
Jonathan T. Simon, M.D.,
Liqun Song, M.D.
Stephen M. Spear, M.D.
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Dorthea Wild, M.D.
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Mitchell A. Fogel, M.D.*
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Jason D. Horowitz, M.D.*
Robert Wiznia, M.D.**

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Jesse Parks, D.P.M.*
Martin Pressman, D.P.M.*

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Dorothea Wild, M.D., M.P.H.
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Michael Kligfeld, M.D.**

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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 2009	FY 2008
We Billed For		
Services To Our Inpatients	\$177,105,306	\$172,404,041
Services To Our Outpatients	\$176,367,616	\$151,291,472
Received From Sources Such As Grants, Cafeteria, Etc.	\$3,253,934	\$3,093,792
Total	\$356,728,856	\$326,789,305
We Billed And Did Not Receive		
From Medicare For Services Provided Because Payments Are Limited To A Fixed Amount	(\$110,139,226)	(\$101,409,085)
From Medicaid For Services Provided Because Payments Are Limited To A Fixed Amount	(\$31,737,603)	(\$25,588,734)
From Patients Receiving Services Under Contractual Arrangements	(\$86,531,175)	(\$79,942,181)
From Patients Who Were Unwilling Or Unable To Pay	(\$12,058,517)	(\$9,754,057)
Total We Billed and Did Not Receive	(\$240,466,521)	(\$216,694,057)
Therefore, We Received Revenue From Patient Care, Other Services, And Investments Of	\$116,262,335	\$110,095,248
Our Expenses Included Amounts		
For Employee Compensation	\$53,515,211	\$51,542,050
For Employee Benefits	\$14,221,579	\$12,331,098
For Supplies And Services	\$38,271,489	\$38,706,687
For Depreciation Cost of Buildings And Equipment	\$4,952,492	\$4,213,886
For Interest On Borrowed Money	\$2,492,363	\$1,365,385
Total Expenses For Patient Care And Other Services Were	\$113,453,134	\$108,159,106
Resulting In An Operating Profit of	\$2,809,201	\$1,936,142
We Received from Non-Operating Sources		
Change in Fair Value of Interest Rate Swaps	(\$2,772,085)	(\$2,477,285)
Gifts and Bequests	\$0	\$3,000
Bond Reissue Expenses	\$0	(\$631,415)
Investment Income/Grants/Research	\$1,193,568	(\$619,704)
Resulting in a Gain (Loss) From Non-Operating Sources	(\$1,578,517)	(\$3,725,404)
Overall Gain (Loss)	\$1,230,684	(\$1,789,262)

Community Benefits

Beyond the inpatient care and outpatient services it provides to the community, Griffin Hospital has a history of community service and social responsibility dating back to its founding 100 years ago. In 1970, Griffin established one of the first hospital Departments of Community Health in the country to focus on the health and well being of the community it serves, providing a variety of health screenings and preventive programs and services.

Over the past decade, however, Griffin has been expanding its reach 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, work, and worship. By offering a variety of support groups, training sessions, educational programs, and other community-based resources and activities, and collaborating with other non-profit organizations and government entities, Griffin has extended its mission “to provide leadership to improve the health of the community served” far beyond the hospital’s walls.

The hospital established the Department of Community Outreach and Parish Nursing to fulfill its healthy community mission and goals. The department sponsors the Valley Parish Nurse Program (VPN), one of the largest parish nurse initiatives in the country. Parish nurses are persons of faith who are experienced registered nurses, and who have received special education in holistic health care. They have skills in teaching and health counseling as well as knowledge of community resources. More than 100 VPN Program nurses currently serve 35 area congregations as part of the hospital’s outreach efforts.

A key component of these outreach efforts is the Griffin Hospital Mobile Health Resource Van, a custom built Winnebago. The van visited 1,125 sites last year, including senior centers, shopping centers, neighborhoods, companies and community events and fairs. Focusing on preventive health services and providing health education and screening services, the van is equipped with cholesterol, osteoporosis, diabetes and blood pressure screening equipment, as well as a television and VCR for patient education.

Last year, the Department of Community Outreach and VPN Program collectively served more than 41,000 people, a significant portion of the hospital’s primary service area population, and provided nearly 9,500 health screenings. The VPN also celebrated its fifth year of overseeing the Greater Naugatuck Valley Safe Kids Chapter. Activities included distributing and fitting bike helmets, producing a substance abuse prevention calendar given to area school students, providing and installing infant and toddler car seats, and processing children through the Childhood Identification Program, which provides families with free identification kits for their children, including fingerprinting, dental impressions and a video interview.

The hospital continued to place and oversees AEDs (Automated External Defibrillators) throughout its local 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.

Griffin also continued its work with Ansonia Community Action, the non-profit agency providing services to the African American community, for an outreach program to provide free cholesterol, diabetes, and hypertension screening and health education for people who are 60 and over. The past two years the hospital sponsored a health fair for the African American community attended by more than 700 adults and children.



Community Benefits

To bring services directly to students in the school system, Griffin worked with the Ansonia Board of Education to create the Charger Health Clinic at Ansonia High School, which provides comprehensive physical and mental health services to the school's students. For the past decade, all students, especially the un- or under-insured, can access medical care onsite in a timely fashion. As a result, students are able to stay in school to pursue their education and to receive treatment for physical, mental, and/or emotional problems.

The Clinic has more than 600 students enrolled and over 900 student visits each year. Outcomes include money saved by preventing hospitalizations and Emergency Department visits for children with asthma, increased access to mental health-care for children, and greater overall access to preventive care.

Griffin further extends its reach and health leadership into the community by empowering residents to take a more active role in their health and their healthcare. Nearly 10,000 area 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 award-winning 10-week Griffin Hospital Mini Med School continued in 2009, with the fall session attended by 75 community members. And the ongoing Health Empowerment Series – healthcare related talks that are offered free of charge throughout the year – continued to expand, 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.

Some of Griffin's 2009 community benefit activities are summarized below:

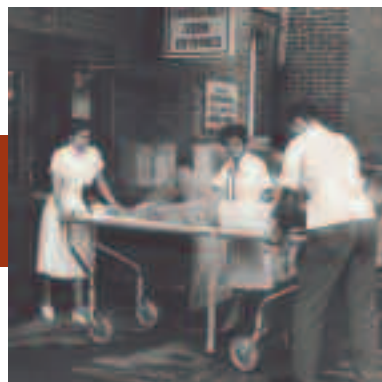
Griffin Hospital/Valley Parish Nurse Program

Total Resident Contacts	41,434
Sites Visited	1,125
Health Screening Recipients	9,480
People referred for care	14,895
Education/Wellness Programs offered	1,790
Attendees at Education/Wellness Programs	28,403
Bike Helmets Fitted & Provided	649
Pedestrian Safety Program Participants	959
Infection Control / "GermBuster" Program Participants	1,259
Drug/Alcohol/Smoking Prevention Calendar Distribution	3,235
Infant/Booster Car Seats Provided & Installed	104
Child Passenger Safety Education Program Participants	1,642
People Trained in CPR	3,609
AED's Placed at Community Sites	3
Community AED Oversight Sites	86
CHIP (Childhood Identification Program) Participants	2,031

Community Benefit

Number of Free Care Recipients*	376
Total Amount of Free Care Provided	\$5,752,621
Revenue to City of Derby from State for Griffin Hospital Under PILOT (Payment in Lieu of Taxes) Program-Fiscal 2008	\$1,229,183

*includes free and discounted care.



HISTORY

Philanthropic Highlights 2009



Cornelia Evans, CFRE



As Griffin Hospital's Centennial year comes to an end, the "Griffin Family" is more aware than ever of the deep rooted connection we have with the people who rely on us for care. Our community's responsiveness and willingness to stand by the hospital in times of strength and in times of vulnerability indicates a genuine partnership that defines the unique culture of this hospital. It is a partnership that we value greatly.

Throughout our history – and throughout this year in particular – Griffin Hospital has listened carefully. We have respected the needs of our community, and have worked tirelessly to respond. It has been a pleasure to celebrate this time-honored bond with generations of patients and families during our Centennial year celebration.

Over the course of the Centennial many have shared memories of the hospital with us, and we, in turn, have shared Griffin Hospital's future goals and the positive impact of recent improvements and initiatives.

Every conversation has been a potent reminder of the role that personal connection and continuity play in making Griffin Hospital's care truly special. Each interaction and event this year was an occasion to focus on the "act of listening," to celebrate the openness to and respect for others that is deeply aligned with the mission of Griffin Hospital and of Planetree, our signature patient-centered care philosophy.

Overall we have had much to celebrate in 2009:

- Griffin gratefully received an outpouring of philanthropic support in 2009. We've been especially proud to have **47 individuals and families and 19 corporations join us as Centennial Champions and Sponsors.**
- We were thankful for everyone who helped Griffin meet its capital campaign goal and qualify for the prestigious **Kresge Foundation Challenge Grant of \$500,000.** This was truly a collaboration from the heart and a great accomplishment of which the entire community can be proud.
- The renovation and expansion of our **Emergency Department** was also completed this year thanks to generous contributions. With support from our donors, care will be faster, safer, and will be delivered in a manner that is consistent with our Planetree philosophy of providing personalized humanistic care in a healing environment.

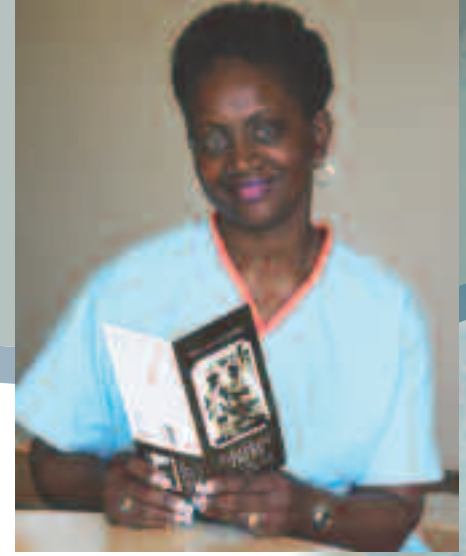
- The launch of our new **School of Allied Health Careers**, and its initial offering of a phlebotomy certification course, was advanced significantly by donations we received from the Valley Community Foundation, the Ferriday Fund Charitable Trust, the NewAlliance Foundation and AT&T to help us purchase state-of-the-art simulation training equipment for student use.
- **Donations of scholarship funds** from grateful families provided nursing staff with valuable opportunities to continue their training, enabling them to advance their own skills and to bring new learnings back to Griffin to share with their colleagues.

This year, the Development Fund partnered with so many Griffin departments and volunteers in helping to produce the celebratory events that marked this milestone anniversary. In their own way, each program honored our partners in healing – the patients, families, caregivers, staff and volunteers, who have sustained and given purpose to Griffin Hospital for one hundred years.



They included:

Griffin Tales, a community writing project celebrating the many individual moments of courage, loss, empowerment, sadness, and joy that comprise our history (Griffin Tales brochure cover girl, Tanya Little, is pictured above; see Griffin Tales example on page 32).



StoryCorps, a national initiative to document everyday history and the unique stories of Americans, visited Griffin Hospital's Center for Cancer Care in May to record the stories of Griffin Hospital's community as part of the hospital's Centennial Anniversary celebrations. StoryCorps hosted 12 recording sessions for Griffin participants, some of whom are pictured on this page. At the end of each session, participants received a copy of their interview, and another copy became a part of the permanent collection of the Library of Congress.

StoryCorps is a national independent nonprofit project in partnership with National Public Radio and the American Folklife Center (AFC) at the Library of Congress. The mission of StoryCorps is to honor and celebrate one another's lives through listening. StoryCorps reminds us of the importance of listening to and learning from those around us. To hear excerpts from these interviews, visit our website at www.griffinhealth.org or to hear the full interviews, which are included in the Griffin Hospital Archives, visit the Resource Center located off of the main hospital lobby.



Philanthropic Highlights 2009

Our StoryCorps participants included:

- Jeffrey Yale, M.D., Yale Podiatry Group, and Lenore Yale
- Jo Clare Wilson, Director, Pastoral Care and Maria Sylvestre, RN
- Joseph Pagliaro and Edward Sheehy of the Adzima and Riverview Funeral Homes
- Kenneth Dobuler, M.D., Chair, Department of Medicine, and daughter Zoe Dobuler
- Bill Purcell, President, Greater Valley Chamber of Commerce, and Jack Walsh, Executive Director, Valley United Way
- Daun Barrett, Director, Valley Parish Nurse Program and Dorothy Gandy, Associate Director, Griffin Communications and Public Affairs
- Paul Nussbaum, M.D., Nephrology Associates (as interviewed by Connie Evans)
- Cheryl Newman, RN, and son Todd Newman
- Evelyn Werdal, former VP Patient Services (as interviewed by Connie Evans)
- Bonnie Halligan, RN, and Carolyn Sylvester, RN
- Jamie Cohen, President, Valley Community Foundation and his mother Jane Cohen, former President, Griffin Hospital Auxiliary

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The Griffin Hospital Birthday Party, held in June, welcomed hundreds of guests for a community wide, fun-filled open house featuring behind-the-scenes tours, hands on educational programs for kids and families, and free cake and ice cream for all! We were honored to welcome **Jean Jaekle**, herself a Centenarian, as a very special guest. And we were saddened to learn of her passing later this year.

The **Centennial Tribute and Awards**, held in September, paid tribute to those whose philanthropy and leadership have had a profound and lasting impact on Griffin Hospital.

Our honorees included the following:

Former Board Chairmen

George Gamble, Sr., 1938-1958, accepted by George Gamble, III
Edward L. Miller, 1959-1963, accepted by Bing Miller
Edward W. Miller, 1973-1976, accepted by Ned Miller
David B. Cohen, 1977-1978, accepted by Jane and Jamie Cohen
Angelo E. Dirienzo, 1979-1982
Frank M. Osak, Jr., 1983-1985
John Costigan, 1986-1987, accepted by his daughters
Frank Casalveri, 1988-1989, accepted by Mary Casalveri
Frederick J. Quinn, 1990-1993
Robert Fiscus, 1994-1997
Anthony Pagliaro, 1998-1999
Gerald T. Weiner, 2000-2003
John J. Zaprzalka, 2004-2007
John W. Betkoski III, 2007-present

The Griffin Hospital Auxiliary, accepted by **Jane Cohen**, former President

The Community Foundation for Greater New Haven, The Valley Community Foundation, and The Gates Fund, established by brothers Ross Fletcher Gates and Frank Hedgeman Gates

The Hewitt Foundation

The Katharine Matthies Foundation

The Friend A. Russ Fund

Vincent A. DeLuca, Jr., M.D., Former Chairman of Medical Education and Student Affairs

The Physicians Committee of the Breaking New Ground Campaign:

Jeffrey Orell, M.D., Committee Chair
Gregory Boris, DO
James Haswell, M.D.
Paul Nussbaum, M.D.
Howard Quentzel, M.D.
Harold Schwartz, M.D.
Anthony Wayne, M.D.

Alan Mathog, Breaking New Ground Campaign Chair

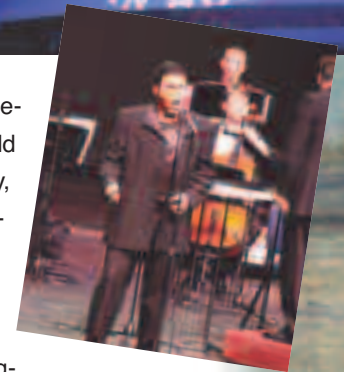


The 18th Annual Griffin Golf Classic: In addition to our Centennial celebrations, the Development Fund hosted its annual Golf Classic in June. Chaired by Griffin CFO James Moylan, the event welcomed 129 players to the Great River Golf Club where some took the liberty of donning golf attire from the early 1900s to get into the Centennial spirit. Mark your calendars for next year's golf event at Great River Country Club on Tuesday, June 8, 2010!

First Annual 5K Walk Run to Benefit the Center for Cancer Care: Thanks to the passion and vision of a group of dedicated Griffin employees, headed by Lori Murphy and Laura Howell, this new event launched in October and already has become a favorite among staff and community members alike. The success of this first year, in which volunteers raised over \$17,000 to benefit patient care at the Center, has inspired us to make this an annual event. Please consider joining the effort on Saturday, October 2, 2010 for the second annual Walk/Run.



Autumn Elegance: The Gala of the Century – This year's Autumn Elegance was an opportunity to weave together all of the memories, images, stories, and milestones into one extraordinary event. Held at Southern Connecticut State University, the evening began at the Lyman Auditorium with a screening of a film history of Griffin Hospital, commissioned especially for the Centennial. Following the film, our audience delighted in the magnificent vocal talents of tenor Roberto Iarussi and then took a brief promenade to the Michael J. Adanti Student Center ballroom where they enjoyed five-star cuisine by Jordan Caterers featuring miniature entrees and gourmet food stations, cocktails, silent auction, and dancing.



Entering our next century: The view ahead for the Development Fund Our donors have helped make this Centennial year a successful and meaningful one, and their gifts are a safe and worthwhile investment in the health of our community. As we prepare to enter our next century, we do so with confidence knowing that we have the leadership and support to successfully navigate a new economic climate and new challenges for healthcare.

Next steps are already taking shape. We've begun to undertake initial planning for a Comprehensive Breast Health Center, which will feature state-of-the-art digital mammography. The Center will be located in close proximity to our physician specialists in breast health and within easy access of all the resources and amenities offered by the Hewitt Pavilion and Center for Cancer Care. With this new addition, our efforts to prevent and fight cancer will truly be comprehensive. We look forward to informing our donors and friends about the progress on this important project, and hope that we will inspire the entire community to become involved in establishing this much-needed resource.

Philanthropic Highlights 2009

Impact of Philanthropy 2009

During the 2009 fiscal year, over 3,277 donors gave us their support, totaling \$2,266,966. Of those donors, 1,025 gave to Griffin Hospital for the first time. Gifts from individuals, corporations, and foundations to the Breaking New Ground campaign comprised 67 percent of all gifts to the Griffin Hospital Development Fund.

Gifts to the Annual Fund, which provides support to our highest priority needs, and gifts in honor or memory of loved ones accounted for 5 percent of the total. Our donors often request that their gifts be targeted to help a favorite program or service, and this year such restricted gifts accounted for 10 percent of total giving, impacting important programs such as medical and nursing education, hospice, the School of Allied Health Careers and other priority areas of the hospital. Many of our donors supported the Hospital through Centennial Sponsorships and annual events, which raised over \$290,000 this year.

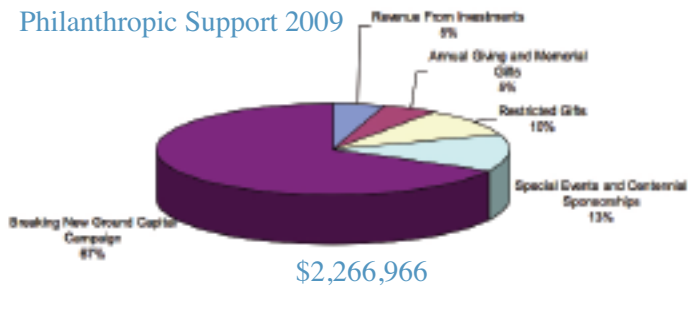
We welcome the opportunity to discuss the many options for gift planning, such as:

- Designating Griffin Hospital as a beneficiary of a retirement plan
- Leaving a life insurance policy
- Making a bequest through your will
- Making a gift through a Charitable Gift Annuity, and receiving income for life

Any of these options can help donors now and provide for family in the future. Some can even be put into place today without losing any income.

To learn more, contact the Griffin Hospital Development Fund at 203.732.7335, cevans@griffinhealth.org, or visit our website at www.griffinhealth.org, and click on Giving to Griffin.

Philanthropic Support 2009



Your Legacy at Griffin Hospital: Leaving a Legacy of Health and Wellness through the George Griffin Legacy Society

For so many in our community, generations of family members have experienced the most important moments of their lives within our walls. While providing for those loved ones will always be a priority, individuals can also have a direct impact on Griffin Hospital by enabling it to carry on for generations to come.

Benefits of becoming a member of the George Griffin Legacy Society include:

- Advance copies of Griffin Hospital's newsletter, Healthy Connections.
- Invitations to our annual event recognizing the hospital's most generous donors and its Legacy Society members.
- A George Griffin Legacy Society pin.
- And last but not least, personal liaison service: Fund staff serve as contacts at the hospital and stand ready to offer information or assistance with any hospital-related questions.

For those considering leaving a gift in their will to Griffin Hospital, we recommend the following language:

I, (name) of (city, state,zip) give and bequeath to Griffin Hospital of Derby, Connecticut the sum of \$_____ or _____ percent of my estate; or, the property described herein _____ for its general purposes; or, to be used for the following purpose: _____

Centennial Champions

Joseph P. Amico Memorial Fund

Mary Baron, In memory of Donald W. Baron

Bertha M. Belden, in memory of Richard O. Belden

Laura E. Bengivengo

John W. Betkoski III*

Mr. and Mrs. Raymond P. Blanchette

Clarence Canfield,* in memory of Esther Canfield

Clarence and Esther Canfield and the Valley Heart Club, in memory of Former Club Members

Lisa and Charles Cappetta, Corporate Image

Patrick* and Robyn Charmel

In honor of John F. Costigan and Virginia C. Costigan

Estelle D. D'Alessio

Clarence F. Douglass In memory of Geraldine Douglass

Eleanor M. Duplese

Mr. and Mrs. John D. Ellsworth

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Robert and Lois Fox

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Thomas I. and Dolores M. Greene

Christian O. and Joyce Grohe

Mr. Leslie Hoffman

Mr. and Mrs. Andrew Hvizd*

Drs. Murugesapillai and Saroja Koneswaran

Ladies Philoptochos Society,
Holy Trinity Greek Orthodox Church

Morton and Beverly Lavietes

Richard and Deanna Lile

Tony LoCicero and Paul LoCicero

John J. Narowski, M.D.

Mr. H.T. Nickse in memory of Margaret L. Nickse

Agnes and John Packer

Joseph A. Pagliaro, Jr., in memory of
Josephine H. and Joseph A. Pagliaro, Sr.

Constanta and Ion C. Petrea, M.D., DSc.

John Schwing, in memory of Helen F. Schwing

Jeanne Shuster, in memory of George John Shuster

In memory of Donna J. Simich

Fred C. Spannaus, M.D.

Colleen M. Spooner and Ralph C. DeSanti, Jr.

Robert and Dorothy St. Jacques

Nicholas and Patricia Tarasovic

John and Anne Verbiskas

Mr. and Mrs. Earl R. Waldorf, in memory of Ann Waldorf

Mrs. Evelyn P. Werdal

Serene Williams

Dr. and Mrs. Jeffrey F. Yale

John and Laura Zaprzalka

Carol J. and Steven T. Zavednak

Evelyn and Steven Zavednak, Sr.

*Denotes member of the George Griffin Legacy Society



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Griffin Tales



Griffin Tales was a community writing project celebrating the many individual moments of courage, loss, empowerment, sadness, and joy that comprise Griffin Hospital's 100-year history. An example of one of our submissions appears below. The story is a fitting tribute to Richard Grande, who passed away unexpectedly in December 2009. It captures the essence of a man who embodied the Planetree spirit of caring, and who will long be remembered by the Griffin family.

Paging Richard Grande!

When our daughter was in the third grade, she had an assignment to interview the Mayor of Derby at the City Hall. It was an honor for her and she always thought very highly of Mayor Richard Grande. Little did we know that they would cross paths again.

A year later, May of 1988, Laurie was hospitalized and in the ICU at Griffin Hospital. One night was particularly difficult for her; the staff was having difficulty restarting an IV. She was afraid and in pain, and the nurses and residents were doing their best to calm her to no avail. Then

Laurie heard the overhead page, "Paging Richard Grande!" He was a respiratory therapist on the night shift at the time. She was distracted by the page and she told the nurse that he was the Mayor of Derby and that she had once interviewed him for her class project. She thought of him as a celebrity! Right away, the nurse contacted him and asked if he could visit Laurie.

He came to her bedside and he held her hand and talked her through the procedure, and in no time was that IV restarted and functioning smoothly. He signed her autograph book and resumed his night's work. She was able to get some sleep after that.

The next night, Mr. Grande stopped by her hospital room while she was asleep and he left her a 'get well soon' note. She still has the note to this day.

Laurie received excellent care and attention during that two week hospital stay but this particular memory is just an example of exemplary care and compassion by the Griffin staff. Happy 100th Birthday Griffin Hospital with grateful thanks and appreciation.

~ Submitted by Nancy Bittmann

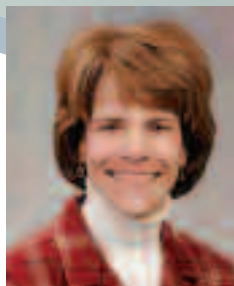
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Susan Frampton, Ph.D.
President, Planetree



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Susan Z. Mauriello
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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
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Kevin J. Hale
Christian Herb
Lisa Herb
James G. Higgins
Clifford D. Hoyle
Franklyn E. Hull
James D. Jensen

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2013

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Gerald T. Weiner
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Historical Timeline

1901 ☞ Charter for The Derby Hospital is issued by the Connecticut General Assembly.

1908 ☞ Ground is broken for the new 24-bed hospital in Derby, CT. George Griffin provides most of the funding for the construction of the hospital. The total cost is \$57,894.98 with the land costing \$9,900, the building \$40,494.98, and the furnishings \$7,500.



1909 ☞ Charter is changed to name the hospital in honor of George Griffin and Griffin Hospital opens on December 6. On December 9, Ralph Colonna, Ansonia Brass worker, is the first patient admitted to Griffin Hospital. Charles E. Clark is elected as the first President. Miss Sarah E. Parsons, R.N. serves as the first superintendent and is succeeded in 1910 by Miss Harriet J. Allyn.

1910 ☞ On February 10, a daughter to Mr. and Mrs. Joseph Kelly of Derby is the first baby born at Griffin Hospital. In 1910, 176 patients are admitted to the new hospital. The hospital ends the year with a \$5,000 deficit, which is made up by the state and friends.

1912 ☞ First graduation of nurses from The Griffin Hospital School of Nursing.

1917 ☞ Trolley accident claims the lives of three, with 34 others injured and treated at Griffin.

1918 ☞ Great winter flu epidemic strikes the nation with over 400,000 deaths. With beds filled, the hospital sets up a temporary ward in a nearby house. Employees and volunteers provide care and comfort the sick and dying to prevent the spread of the disease.

1919 ☞ First addition to the hospital completed, bringing the bed total to 57.

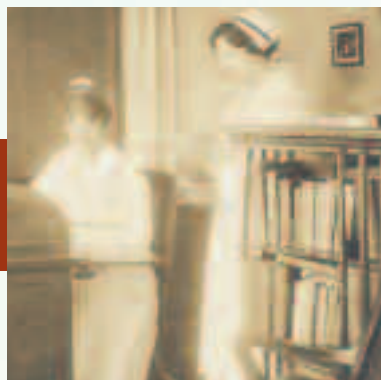
1921 ☞ Trolley accident claims the lives of four adults and four children with 15 others injured. Most are treated at Griffin.



1925 ☞ Second addition completed, bringing bed total to 92. Griffin purchases first motorized ambulance to serve the community.

1925 ☞ Friend A. Russ makes major donation to building campaign that starts his legacy as a major benefactor to Griffin Hospital that continues today through the

Friend A. Russ Trust Fund. Russ also donates funds to build the Mary B. Russ Home for Nurses to house students at the hospital's nursing school.



Historical Timeline

- 1952** ✎ Community Pavilion opens, bringing bed total to 146.
- 1953** ✎ Anthony J. DeLuca is appointed as the Administrator of Griffin Hospital.
- 1955** ✎ August flood devastates the Valley towns. Griffin provides massive immunization program, inoculating 19,000 people with typhoid vaccine.
- 1955** ✎ Department of Volunteer Services is established.
- 1956** ✎ Popular TV show host and newspaper columnist Ed Sullivan is admitted to Griffin along with his son-in-law and two others after an automobile accident on Route 8 in Seymour. Sullivan praises his care at Griffin in his newspaper column.
- 1966** ✎ Farrel Pavilion opens, bringing bed total to 185.
- 1968** ✎ East Wing opens, bringing bed total to 225.
- 1970** ✎ Griffin/Yale University Medical School Affiliation established; Department of Community Health established, funded by a grant from the Kellogg Foundation.
- 1972** ✎ Psychiatric Inpatient Unit opens.
- 1973** - Griffin establishes Development Department to coordinate fund-raising activities, with a grant from the Community Foundation for Greater New Haven.
- 1975** ✎ New Surgical Suite opens.
- 1975** ✎ On March 1, Shelton is home to one of the largest arson fires in the nation's history when the B.F. Goodrich Sponge Rubber products plant complex (formerly owned by B.F. Goodrich) is leveled. Griffin Hospital implements its Disaster Plan, but there are only few injuries, mostly smoke inhalation and exhaustion.
- 1976** ✎ The Same-Day Surgery Program is established.
- 1977** ✎ The Three-year Internal Medicine Residency Program is approved, establishing a Medical Education Program at Griffin Hospital.

1979 ✎ Anthony J. DeLuca retires after 26 years as Administrator and CEO of Griffin Hospital; he is succeeded by Alfred Fasulo, who serves as Administrator for one year, the shortest in Griffin's history. Fasulo is succeeded in 1981 by John Bustelos.

1979 ✎ Patrick Charmel begins his association with Griffin Hospital as a student intern while a junior at Quinnipiac University. He continues as a student intern in his senior year at Quinnipiac.

1982 ✎ Griffin designs and conducts its first Community Perception Survey, the results of which are the catalyst for a new direction to become patient-centered. Griffin becomes a pioneer in using market research techniques to identify and respond to patient desires and needs.

1983 ✎ Griffin facilitates the development of Valley Emergency Medical Services (VEMS), the state's first paramedic intercept service.

1983 ✎ Patrick Charmel joins the Griffin staff as Assistant to the Administrator after graduating from the Yale University School of Public Health with a Master of Public Health in Hospital Administration degree.

1984 ✎ Emergency Department renovation and expansion completed, including raising the outside canopy to accommodate new boxed ambulances. Griffin establishes the Department of Pastoral Care with a fulltime Catholic priest and Protestant minister to insure that patients' spiritual needs are met.

1985 ✎ Griffin reorganizes into a new corporate structure, Griffin Health Service Corporation, to coordinate and oversee the activities of four subsidiaries — Griffin Hospital, G.H. Ventures Inc., The Griffin Hospital Development Fund, and Griffin Healthcare Inc.

1985 ✎ On December 6, a natural gas leak causes the explosion of the three-story River Restaurant building on Main Street in downtown Derby, killing six and injuring 18. Recovery of bodies takes two days; bodies are brought to the Griffin morgue. Griffin provides grief counseling to victims' families, and the Department of Psychiatry staff provides Critical Incident Stress Debriefing to firefighters, police and ambulance personnel in group session and with follow-up care to individuals.

1978 ✎ Family Health Care Center opens in Shelton, funded by a grant from the Robert Wood Johnson Foundation.



Historical Timeline



1987 ☞ Griffin opens a new 14-bed Childbirth Center in June, designed and constructed with programs and services based on consumer research. The numbers of births at Griffin doubles to over 1,000 a year in four years.

1990 ☞ New Mission Statement, Employee Philosophy, and Nursing Philosophy developed based on a consensus vision that Griffin should become a patient-centered, consumer responsive organization that puts the patient and their family first.

1990 ☞ Griffin forms the Valley Parish Nurse Program starting with five churches. The program provides health education, screening and referral services to a cross section of the population with a primary focus of outreach efforts to the under-served, minority, and low income populations.

1992 ☞ Griffin adopts the Planetree patient-centered care philosophy and becomes the first member of the new Planetree Alliance of Member Hospitals.



1994 ☞ Griffin opens the 100,000 square foot North Wing patient care building that is the first in the country designed and constructed based on Planetree patient-centered, healing design principles. The building becomes the first to win all four of the top national healthcare design awards. The building is part of a \$33 million Facilities Improvement Project.

1994 ☞ Griffin forms Griffin Health Services Insurance Company, a Grand Caymans-based captive Insurance Company to provide liability insurance for Griffin Hospital and its employed physicians.

1994 ☞ Griffin is a founder and sponsor of the Healthy Valley project, the goal of which is to make the Valley a better place to live, work, raise a family and enjoy life by measurably improving the quality of life and health of the community and its residents.

1995 ☞ Griffin Hospital's Department of Medical Education establishes The Combined Internal Medicine and Preventive Medicine Program in collaboration with Yale University. The first of its kind in the country, the program enables residents to not only complete their internal medicine requirements, but also obtain a Masters degree in Public Health from Yale University.

1998 ☞ Patrick Charmel becomes President and Chief Executive Officer of Griffin Health Service Corporation.

1998 ☞ Yale University and Griffin Hospital establish the Yale-Griffin Prevention Research Center (PRC) through a five-year, \$3 million grant from the Center for Disease Control and Prevention (CDC). The goal of the PRC is to develop innovative approaches to health prevention and disease prevention. Dr. David L. Katz serves as the Center's Director.

1998 ☞ Planetree Inc. becomes a subsidiary of Griffin Health Services Corporation with its national headquarters relocated from San Francisco to the Griffin campus in Derby.

1999 ☞ Griffin Hospital named as one of Fortune magazine's "100 Best Companies to Work For" for the first time.

2000 ☞ Griffin leads the community-wide effort that results in the seven-town lower Naugatuck Valley region being named an All-America City by the National Civic League, gaining national recognition for the capacity and community-building effort of multiple organizations and people.

2001 ☞ Griffin becomes the site of the nation's fifth inhalation anthrax death. Otilie Lundgren is admitted on Friday, November 21 and dies on Wednesday, November 26. Griffin receives accolades for its prompt diagnosis and professionalism in Lundren's care, its handling of the challenging medical, employee, community and media relations situation, and its protection of the patient's privacy.

2003 ☞ Griffin opens totally renovated Inpatient Psychiatry Unit. The 14-bed unit incorporates Planetree healing design principles, setting a new standard for hospitals nationwide.

2004 ☞ "Putting Patients First," authored by Patrick Charmel, Planetree President Susan Frampton and Planetree Executive Director Laura Gilpin, is named the healthcare book of the year by the American College of Healthcare Executives (ACHE).

2004 ☞ Griffin offers an inpatient hospice care service through an agreement with Connecticut Hospice. Patients in need of hospice care are discharged from Griffin to the hospice service and cared for by Griffin nurses trained by the Connecticut Hospice staff. It is the only hospital-based hospice service in the state.

2005 ☞ \$3.3 million renovation of kitchen/cafeteria is completed, with greatly enhanced service for patients, employees and visitors.

Historical Timeline

2005 ☞ The U.S. Secretary for Health and Human Services appoints Patrick Charmel to the National Advisory Council for the Agency for Healthcare Research and Quality (AHRQ) for a three-year term. The 21-member council advises the HHS Secretary and the Director of AHRQ on priorities for a national health services research agenda.

2006 ☞ Patrick Charmel became Chairman of the Board of the Connecticut Hospital Association, completing his service in 2008.

2007 ☞ Top nutrition scientists, led by Dr. David L. Katz, Director of the Yale-Griffin Prevention Research Center, develop the world's most sophisticated system to rank-order foods on the basis of overall nutritional quality. The "Overall Nutritional Quality Index" (ONQI) uses a simple scoring method from 1 to 100, designed to be posted on supermarket shelves and on food packaging to help consumers select more nutritious foods.

2007 ☞ Griffin is one of 49 hospitals in the U.S. honored by the Premier Healthcare Alliance with the 2007 Premier CareScience Select Practice National Quality Award for superior patient outcomes in both quality and efficiency. Other quality awards received include the HealthGrades Distinguished Hospital Clinical Excellence Award (2006, 2009), HealthGrades Outstanding Patient Experience (2009), Total Benchmark Solution Top 100 Quality Award (2004, 2005), and Baptist Healing Trust Journal of Sacred Work's America's Healing Hospitals (2006, 2007, 2008).

2008 ☞ The 49,000-sq. ft. Hewitt Ambulatory Care Pavilion and Center for Cancer Care open on the new four-acre West Campus. For the first time radiation therapy services are available locally.

2008 ☞ Griffin Hospital is featured in four business books: "Tribal Leadership — Leveraging Natural Groups to Build a Thriving Organization," "Case Studies in Transparency — Real-World Ways for Marketers to Educate Consumers," "Fire Them Up," and "The Disney Way — Harnessing the Management Secrets of Disney in Your Company."

2008 ☞ The Griffin Hospital management team is selected as the 2008 Top Leadership Team in Healthcare in the nation for community and mid-size hospitals by HealthLeaders Media.

2008 ☞ Planetree celebrates its 30th anniversary as an international organization and a global catalyst and leader promoting the development and implementation of innovative models of healthcare that focus on healing and nurturing body, mind and spirit. Planetree membership grows to over 140 hospitals in the U.S., Canada, The Netherlands, Japan and Brazil, including such prestigious U.S. hospitals as Cleveland Clinic, New York Presbyterian Hospital, Loma Linda University Hospital and a number of VA hospitals.

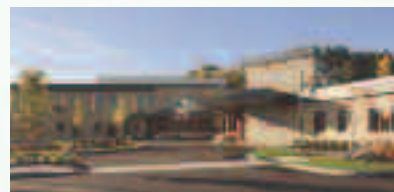


2008 ☞ Griffin Hospital becomes a Designated Planetree Patient-Centered Hospital. Planetree's Patient-Centered Hospital Designation Program is the only formal designation program that recognizes individual hospitals' achievement and innovation in fostering an organizational culture that prioritizes patient

comfort, dignity, empowerment and well-being. Designated hospitals are also recognized by The Joint Commission on its Quality Check website, a resource created to help consumers make informed decisions about where to go for their healthcare.

2009 ☞ Griffin Hospital celebrates its 10th consecutive year on the Fortune "100 Best Companies to Work For" list.

2009 ☞ Griffin partners with Topco to form NuVal to take the ONQI food ranking system to market. Topco is a supermarket cooperative whose members represent more than \$113 billion in consumer sales, and have thousands of stores across the country, including Price Chopper and Hy-Vee.



2009 ☞ Griffin completes its Breaking New Ground Campaign to construct the Hewitt Pavilion and Center for Cancer

Care (which opens in October, 2008) and to expand and renovate its Emergency Department. Both projects are supported by funds raised through the campaign, which secures \$5.5 million, including a prestigious \$500,000 grant from the Kresge Foundation.

2009 ☞ The Griffin Imaging & Diagnostics Center at Ivy Brook opens in Shelton, featuring state-of-the-art open MRI services.

2009 ☞ Griffin formally celebrates 100 years of caring for the community at "Autumn Elegance 2009: The Gala of the Century!"

2009 ☞ The Expanded Griffin Hospital Emergency Department opens, increasing the number of treatment room from 14 to 23, including three new dedicated behavioral health crisis intervention rooms.



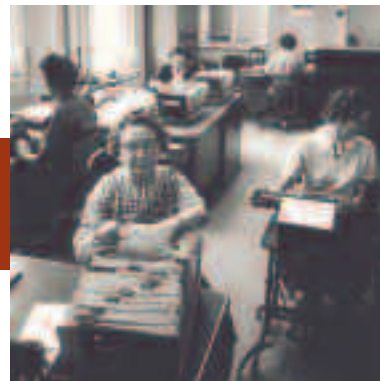
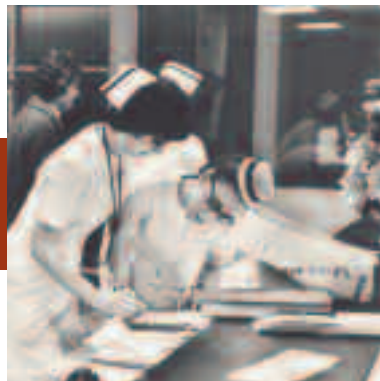
GRIFFIN HOSPITAL is a not-for-profit, tax-exempt subsidiary of the Griffin Health Services Corporation. A 160-bed acute care community hospital, Griffin has more than 280 active and courtesy physicians who have admitting privileges. Griffin has received national recognition for creating a facility and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



HISTORY



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

TO LEARN MORE ABOUT OUR PROGRAMS AND SERVICES,
CALL INFOSOURCE AT (203) 732-1511
OR VISIT OUR WEBSITE,

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