

Efficient Patient-Cen

"Climb high, climb far.
Your goal the sky,
your aim the star."

Efficie

Equitable Equitable Effective Edultable

fficient. Safe
Limely
Patient-Centered

Griffin Health Services Corporation 2010 Annual Report





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## Griffin at a Glance

|                                  | 2010      | 2009      |
|----------------------------------|-----------|-----------|
| Licensed Beds                    | 160       | 160       |
| Bacsinets                        | 20        | 20        |
| Discharges (including newborns)  | 7,719     | 7,533     |
| Parient Days                     | 33,429    | 33,581    |
| Ourpatient Visits                | 186,418   | 179,202   |
| Average Length of Stay           | 4.33 days | 4.46 days |
| Newborns                         | 611       | 625       |
| Emergency Department Visits      | 39,702    | 38,194    |
| Laboratory Procedures            | 829,042   | 760,954   |
| Psychiatric Visits               | 14,563    | 14,938    |
| Radiology Procedures Total       | 75,635    | 74,627    |
| Sleep Lab Visits                 | 1,091     | 1,075     |
| Digestive Disorders Center Cases | 3,283     | 3,349     |

|                           | 2010  | 2009  |
|---------------------------|-------|-------|
|                           |       |       |
| Employees                 | 1,357 | 1,384 |
| Active Medical Staff      | 140   | 145   |
| Courtesy Medical Staff    | 142   | 139   |
| Visiting/Consulting Staff | 9     | 11    |
| Nurses                    | 301   | 291   |
| Residents in Training     | 31    | 31    |
| Volunteers                | 430   | 454   |
|                           |       |       |

## Message from the President and CEO



Climb High, Climb Far. Your Goal the Sky, Your Aim the Star
-Anonymous

Patrick A. Charmel

In 2001, the Institute of Medicine (IOM) released the groundbreaking report, "Crossing the Quality Chasm: A New Health System for the 21st Century," which outlined six overarching" Aims for Improvement" for healthcare. They state that care should be Safe, Effective, Patient-Centered, Timely, Efficient, and Equitable. Griffin Hospital has adopted those six aims, which serve as the foundation upon which we've built new programs and services and improved and enhanced existing ones. Our quest to achieve these six aims is a relentless pursuit of excellence.

## Message from the President and CEO

By "aiming for the stars" we've been able to achieve and sustain a high level of clinical performance and patient satisfaction, which has distinguished Griffin Hospital at both the local and national level. In 2010 alone, Griffin received the following honors:

- The 2010 Premier Healthcare Alliance Award for Quality, which recognized Griffin for efficiently providing outstanding patient care and consistently setting the standard in clinical excellence. As one of only 23 hospitals nationwide (and the only Connecticut hospital) to receive the Premier Award, Griffin ranked among the top one percent of the 3,788 U.S. hospitals eligible for consideration.
- Award for Quality
- The 2010 Data Advantage Hospital Value Index Award, which recognized Griffin for its performance across three measures: quality and efficiency of care; overall experience as measured by patient satisfaction; and the hospital's reputation as measured by local public perception.



 The Planetree 2010 Distinction for Leadership and Innovation in Patient-Centered Care Award, which recognized Griffin for its work to continually advance the practice of patient-centered care through outreach, research, scholarship and innovation.

These awards are just a few of the many that Griffin has received in recent years from various national organizations that measure and monitor hospital performance. They recognize the exemplary care and service that our physicians and staff deliver to each and every patient we serve. Griffin has never been an organization to rest on its laurels; therefore, we've been busy not only improving existing programs and services, but also creating new ones to meet the healthcare needs of the residents of the communities we serve.

Also in 2010 the Planetree organization, a member of the Griffin Health Services corporate family, solidified its position as the preeminent resource to and leader of the international patient centered care movement when the Veterans' Administration selected Planetree as its exclusive contract partner to facilitate the adoption of a patient centered care delivery model in Veterans' Administration hospitals and healthcare facilities across the country.

Three years ago, in our 2007 annual report, I wrote about our "blueprint for excellence," which included plans to open an all-new Center for Cancer Care in the fall of 2008. After opening the Center and the adjoining Hewitt Ambulatory Care Pavilion, we opened the state-of-the art Griffin Imaging & Diagnostics Center at Ivy Brook in Shelton in June 2009. By December of that year, we had also completed an unprecedented Emergency Department and Laboratory modernization and expansion project, followed by the launch







Safe

of our new bariatric surgery program in March 2010. As 2010 drew to a close, we were preparing to open the new Center for Breast Wellness at Griffin Hospital, which began serving patients in January 2011.

Over the course of that same three year span, we celebrated our centennial (in 2009), established a new School of Allied Health Careers and were reaccredited by the Joint Commission, all while contending with the same challenges nearly every hospital and individual faced during the recent economic downturn.



The passage of sweeping national healthcare reform legislation will improve access to care for millions of Americans but to help fund the nearly universal coverage that the reform legislation envisions, the nation's hospitals must dramatically improve the efficiency and effectiveness of the care they provide. The capability we have developed through our commitment to achieve the six aims positions us well to thrive in the demanding new environment that hospitals now face.

Griffin's Planetree model of care, which places a premium on patient education and empowerment, enables us to form meaningful partnerships with patients to improve their health and well-being. Our industry leading clinical quality, enhanced four years ago by the creation of the Patient Safety and Care Improvement Division, has focused our efforts in the areas of quality, safety, and efficiency and allowed us to continually raise our level of performance. Complementing all this is our progressive approach to outreach and health promotion, forming community partnerships, and improving access to care.

On the following pages of this annual report, some of our recent achievements related to the IOM's six aims for quality improvement are summarized. These achievements, and our ongoing effort to "aim for the stars" is made possible by the unwavering support of our community over the past 101 years, the leadership, foresight, and innovative spirit of our board and management team, and the skill, professionalism, and dedication to providing high quality patient-centered care of our physicians and staff. Together, we stand ready to face the challenges brought on by this period of unprecedented change and to fulfill our mission as we have for more than a century.

Sincerely,

Patrick Charmel

President and CEO

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## Institute of Medicine - Aims for Improvement

## Institute of Medicine Aim #1 Care should be Safe

After a decade-long effort to implement and maintain an integrated hospital information system, Griffin is positioned to achieve "meaningful use" of electronic health records technology in 2011, which will further advance efforts to improve patient safety and certify the hospital for incentive payments from Medicare and Medicaid. As an early adopter of Electronic Health Record (EHR) technology, Griffin is ahead of the curve in complying with new federal guidelines for digitizing patient health records, which all hospitals in Connecticut and the U.S. must meet 2015.

Integrated EHR systems like Griffin's aggregate clinical information such as medication lists, allergies, vital signs, lab results, and lists of medical conditions, and make that information readily available to clinicians along with electronic order entry, clinical guidelines and decision support tools. All this is literally available at clinicians' fingertips, which vastly improves access to -- and coordination of -- patient information, resulting in fewer errors, expedited care, and improved patient safety.

## Institute of Medicine Aim #2 Care should be Effective

Griffin, in collaboration with both the Connecticut Hospital Association and Qualidigm, the peer review organization for the Centers for Medicare and Medicaid, joined forces with area skilled nursing facilities and home health services to develop a consistent and cohesive approach to the education and provision of care to patients with Congestive Heart Failure (CHF).

The "Valley Gateway to Health" collaborative brings the aforementioned organizations together once a month to review CHF patient readmissions to determine what factors contribute to patients requiring re-admission to the hospital, and what possible changes



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

"The hospital's implementation of a completely electronic medical record is critical to our ongoing efforts to improve quality, efficiency, and safety."

could be made in the treatment plan to optimize the patient's health and recovery after discharge.

By empowering patients and their families through information and education – hallmarks of the Planetree philosophy – the collaborative is helping them better understand their diagnosis of Congestive Heart Failure, and teaching them how to apply the key elements to remaining healthy such as daily weights, smoking cessation, promoting exercise, compliance with medication, and healthier eating habits. The goal is to improve the effectiveness of care to CHF patients and prevent readmissions.







Efficient

# Patient-Centered









## Institute of Medicine Aim #3 Care should be Patient-Centered

Griffin Hospital was one of three hospitals nationwide to be honored by the Planetree organization with its "2010 Distinction for Leadership and Innovation in Patient-Centered Care Award." The award recognizes Griffin for its work to continually advance the practice of patient-centered care through outreach, research, scholarship, and innovation.

"By sharing its successes and challenges, Griffin has exponentially increased the impact of its patient-centered culture to benefit not only patients, families and professional caregivers in its local community, but also those all over the country and even abroad," said Susan Frampton, President of Planetree.

As the flagship hospital of Planetree, which now counts more than 154 members nationwide and internationally, Griffin has hosted more than 650 healthcare organizations around the country and throughout the world that have visited to see the hospital's Planetree model in action.

"The entire Griffin family shares in this honor," said Patrick Charmel, Griffin President and CEO. "We believe that regardless of your role at the hospital, everyone is a caregiver – employees, physicians, and volunteers alike. Since 1992, this shared philosophy and deep rooted commitment to patient-centered care has enabled us to create an exceptional patient experience, by being innovative, responding to the needs of patients and their families, and through the sharing of best practices with other Planetree member hospitals."



Susan Frampton, Ph.D. President of Planetree

"By sharing its successes and challenges, Griffin has exponentially increased the impact of its patient-centered culture to benefit not only patients, families and professional caregivers in its local community, but also those all over the country and even abroad."



## Institute of Medicine - Aims for Improvement

#### IOM Aim #4 - Care should be Timely

The Connecticut Department of Public Health (DPH) formally designated Griffin Hospital as a Primary Stroke Center in May. In order to meet the DPH Primary Stroke Center (PSC) designation requirements, Griffin created an acute "stroke team," which is a multi-disciplinary group available to evaluate suspected stroke patients within 15 minutes of the patient's arrival, one of the key components of improving stroke-related morbidities and mortalities.

"Achieving this distinction reflects not only our stroke treatment capabilities, but also our ongoing commitment to providing the highest level of emergency care to patients in our area," said Dorothea Wild, M.D., Director of Griffin's PSC.

Griffin Hospital was also recognized for achievement in using evidence-based guidelines to provide the best possible care to cardiac and stroke patients through the Get With The Guidelines® program. The hospital-based quality-improvement program, which is co-sponsored by the American Heart Association and the American Stroke Association, is designed to ensure that hospitals consistently care for cardiac and stroke patients following the most up-to-date guidelines and recommendations.

"Healthcare providers who use Get With The Guidelines are armed with the latest evidence-based guidelines and immediate access to clinical decision support," said Lee Schwamm, M.D., national chairman of the Get With The Guidelines steering committee. "Patients are getting the right care they need when they need it. That's resulting in improved survival."



John W. Betkoski III Griffin Health Services Corporation Chairman

"The new Emergency Department, with greatly expanded capacity, enables our Emergency physicians and staff to meet the standard of care and service that has been set throughout the hospital and that our patients have come to expect."

## Patient-Centered

# Effective

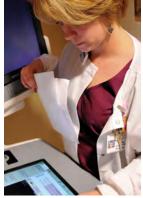














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# Timely

#### Institute of Medicine Aim #5 Care should be Efficient

When originally constructed in 1968, Griffin's Emergency Department (ED) was designed to accommodate 24,000 patient visits per year – a far cry from the nearly 40,000 patient visits the ED was experiencing when the hospital began its expansion project in 2008. With the project now complete, the number of ED treatment rooms has been increased from 14 to 23, including three new dedicated behavioral health crisis intervention rooms, which allows for much greater flexibility and efficiency.

"This expansion was absolutely critical to our ongoing ability to accommodate the growing number of patients who seek emergent and urgent care at Griffin Hospital each year," said Greg Boris, D.O., Emergency Department Director.

New features include bedside registration, a dedicated ultrasound unit, and state-of-the-art monitoring equipment, which enables Griffin's Emergency physicians to view cardiograms transmitted from ambulances en route to the hospital to speed diagnosis and treatment at a time when every minute counts. Treatment rooms are identically configured and equipped to accommodate all levels of care, from minor complaints to more serious injury and illness. The result is not only a more patient-centered healing environment for patients, families, and hospital staff, but increased operating efficiency and patient comfort while minimizing wait times.

## Equitable

#### Institute of Medicine Aim #6 Care should be Equitable

In conjunction with National Colon Cancer Awareness Month, the physicians and staff of Griffin Hospital's Digestive Disorders Center provided free screening colonoscopies to eight uninsured patients on Saturday, March 20.

Griffin provided the free screenings to give back to the community and raise awareness that colon cancer is preventable, according to Dr. Harold M. Schwartz, chief of Gastroenterology at Griffin Hospital. "This simple, outpatient exam can detect pre-cancerous growths, called polyps, when they can easily be removed, and find colorectal cancer at a stage when it can be successfully treated," he said. "Unfortunately, many people fail to undergo screening, so our free screening event gave us an opportunity to help the uninsured by eliminating cost as a barrier for having this vital test."

The patients were identified and medically cleared for the procedure by the Cornell Scott Hill Health Center in Ansonia, one of the collaborators in Saturday's free screening day, which was spearheaded by Dr. Schwartz. Also participating in the effort were staff from Medical Anesthesiology Associates of Shelton, and Griffin Pathology Consultants, LLC.

The Center for Cancer Care at Griffin Hospital was granted a Three-Year Accreditation by the Commission on Cancer (CoC) of the American College of Surgeons in February. The accreditation followed an on-site evaluation by a physician surveyor, during which the hospital demonstrated a "Commendation" level of compliance with one or more standards that represent the full scope of its cancer program. "We are very pleased to receive this CoC Accreditation with Commendation, which recognizes the comprehen sive model of care we have put in place at the Center," said Marge Deegan, Vice President for Ambulatory Services. "It is a fitting tribute to the hard work of everyone involved in building our cancer program."



Griffin Hospital celebrated the fourth annual Patient-Centered Care Awareness Month in October, joining Planetree and hospitals and healthcare organizations around the world. In recognition of statewide efforts to foster a patient-centered healthcare system, Governor M. Jodi Rell signed a proclamation for Connecticut and acknowledged Griffin Hospital's commitment to Planetree's values and approach to care.



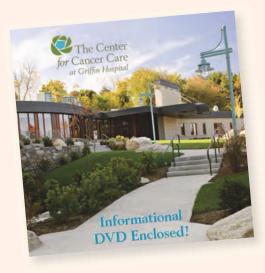
Author Tom Peters ("In Search of Excellence") was joined by Nancy Austin, his co-author of "A Passion for Excellence" on a visit to Griffin Hospital in October. Peters, who has written about Griffin's Planetree model of care for several years, and Austin, a board member of a California hospital, met with members of the hospital's leadership team at the conclusion of his tour to relate what they had experienced, which Peters later wrote about in his blog: "AMAZING! STUNNING! INCREDIBLE! Planetree Patient-Centered Care model as implemented at Griffin Hospital, Derby, Connecticut."







David Katz, M.D., MPH was honored at the 2010 "Health care Hero" Awards Dinner, cosponsored by Business New Haven Magazine and ConnectiCare. Dr. Katz, Director of the Yale-Griffin Prevention Research Center, was honored for his work as principal inventor of the Overall Nutritional Quality Index utilized in the NuVal™ nutrition guidance program, which is currently offered in nearly 1,000 super markets throughout the US, including Big Y and Price Chopper in Connecticut.



The Center for Cancer Care produced an Orientation DVD for patients and their families. The DVD, made possible by a grant from AT&T, is narrated by Patient Care Navigator Carrie O'Malley, RN, CCM, CHPN, OCN. "We want our patients' experience to be the very best possible," said O'Malley. "We strongly encourage them to take full advantage of all of our offerings to make their cancer journey easier."



The Center for Breast Wellness at Griffin Hospital, which was scheduled to open in its new home in January 2011, was already at work expanding upon Griffin's successful Rapid Diagnosis Breast Center model, which has reduced the turnaround time from detection of a breast abnormality to diagnosis from an average of 33 days to what is now just six days. "This is a remarkable improvement in reducing the anxiety patients face when dealing with a possible diagnosis of breast cancer," said Zandra Cheng, M.D., Medical Director of the Center, "but we can and will do even better at the Center. We want to provide care that exceeds current norms and expectations, and it was this shared level of commitment that drew me to Griffin Hospital and its Planetree model of care."



Griffin Hospital achieved 100% scores on all Core Measure indicators (Acute MI, CHF, Pneumonia, and SCIP) for the Month of August. Griffin's ongoing performance on the Core Measures, which is reported on the Centers for Medicare and Medicaid Services "Hospital Compare" website on a rolling 12-month basis – is consistently among the highest in the state.



Griffin Hospital received a \$1.4 million grant from the US Department of Health and Human Services (HHS) to fund its Preventive Medicine Residency Program. The grant, funded by the American Recovery and Reinvestment Act, will enable Griffin Hospital to continue to train physicians in preventive medicine, a critical element in improving the nation's health and a large component of the new healthcare reform law. "I am enormously pleased that Griffin Hospital will be receiving this grant to support their preventive care program," said Congresswoman Rosa L. DeLauro. "With an astounding 70% of the deaths in our country attributed to diseases that are chronic and potentially preventable, it is essential that we do all we can do ensure our doctors know how to keep their patients healthy."



Daun Barrett, RN, Valley Parish Nurse Coordinator at Griffin Hospital, received the Lillian Chrostowski Award, presented by TEAM Inc. at the organization's 45th Annual Meeting. Daun was recognized for her work as a social service professional whose outstanding work has had a profound and positive effect on the Valley community.

The Sleep Wellness Center at Griffin Hospital completed a state-of-the-art equipment upgrade, adding advanced digital and video technology. The Center, which is fully accredited by the American Academy of Sleep Medicine (AASM), has been diagnosing and treating sleep disorders for more than 12 years. The upgrade has improved patient comfort and allowed the Center to perform sleep studies at the highest level of diagnostic quality under the medical direction of K. Marya Chaisson, M.D., a board certified sleep medicine specialist.



Beverly Kondor, R.N., a Griffin Cardiac Rehab nurse who retired in 2010, and Griffin Pathologist Stephanie Wain, M.D. were among five honorees at the 10th Annual Women Making a Difference in the Valley Tribute Luncheon and Breast Cancer Fundraiser. The event, sponsored by the Women's Health Initiative, recognized honorees for their positive contributions to the community and achievements in their fields of endeavor, both professional and volunteer. Proceeds from the Luncheon 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.



Griffin Hospital's School of Allied Health Careers continued its successful 12-week Phlebotomy Course, offering both morning and evening schedules to accommodate students' work schedules and other obligations. The course, which is open to anyone age 18 or older with a High School Diploma or GED, includes a 40-hour externship, national certification, lab coats, and books. Based on the success of the first three sessions, Griffin's School plans to continue offering Phlebotomy and other professional educational programs locally to provide training, education, and certification in selected health careers.



Griffin Bariatrics, a new service line focused on bariatric surgery, was launched in March, under the medical direction of fellowship-trained bariatric surgeon Timothy Ehrlich, M.D., FACS. Focusing not only on the weight loss surgery itself, but also on educating and empowering patients and their family members both pre- and post-operatively, Griffin Bariatrics is geared toward long-term success. That approach, combined with Dr. Ehrlich's skill and experience as a surgeon and the staff's shared commitment to providing an exceptional healthcare experience, is producing outstanding clinical results and very satisfied patients.



#### Medical Staff

#### 2010 OFFICERS

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Paul B.Nussbaum, M.D.

Vice President David J. Hendricks, M.D.

Secretary/Treasurer Leland J. Soto, III, M.D.

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Dorothea Wild, M.D. *Chief Hospitalist* 

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Saroja Koneswaran, M.D. \*

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(Geriatrics)

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Katherine Sandhu, M.D. \*

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Robert W. Nolan, M.D.
Gary Richo, M.D.
Scott Waller, M.D.
John Awad, M.D. \*
Peter S. Boone, M.D. \*
James J. FitzGibbons, M.D. \*
A. Gregory Geiger, M.D. \*
Joel W. Malin, M.D. \*

David J. Martin, M.D. \*
Mark G. Wilchinsky, M.D. \*

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Maria N. Byrne, M.D.
Ronald H. Hirokawa, M.D.
Kenneth Yanagisawa, M.D.
Howard P. Boey, M.D. \*
Eaton Chen, M.D. \*
Mark D'Agostino, M.D. \*
Paul L. Fortgang, M.D. \*
J. Michael Willett, M.D. \*

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Fadi Hammoud, M.D.
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Janet T. Lau, M.D.
Robert L. Lavallee, M.D.
Anthony G. Wayne, M.D.
David M. Jutkowitz ,M.D. \*
Marci Klein, M.D. \*
James P. Ralabate, M.D. \*

#### **Plastic Surgery**

Paul D. Fisher, M.D.
David J. Goodkind, M.D.
Deborah Pan, M.D.
John F. Reilly, M.D.
Javier Davila, M.D. \*
Boris E. Goldman, M.D. \*

#### **Podiatry**

Robert P. Matusz, D.P.M. Stephen Schmidt, D.P.M.

#### Medical Staff

David G. Sharnoff, D.P.M.
Michael Travisano, D.P.M.
Jeffrey E. Yale, D.P.M.
B. Glenn Blair, D.P.M. \*
Aparna Chauhan, D.P.M. \*
Julienne Dudzis, D.P.M. \*
James G. Krantz, D.P.M. \*
David C. Novicki, D.P.M. \*
Robert P. Novicki, D.P.M.. \*
Jesse P. Parks, D.P.M. \*
Martin Pressman, D.P.M. \*

#### **Psychiatry**

Mihaela Boran, M.D. Edward G. Halstead, M.D. Javier Salabarria, M.D. Jill Barron, M.D. \*

#### **Pulmonary**

K. Marya Chaisson, M.D Kenneth J. Dobuler, M.D. Madhu Gowda, M.D. Carlos Schweitzer, M.D. Allan J. Rodrigues, M.D. \* Philip Simkovitz, M.D. \*

#### Radiology

Naveed Alvi, M.D.
Francis Cardinale, M.D
Joseph Cardinale, M.D
Joyce Chung, M.D.
Arthur K. Knowlton, M.D.
Mehul Patel, M.D.
Douglas D. Silin, M.D.
Lucille Soldano, M.D.
Turgut Berkmen, M.D. \*
Bela Bhatia, M.D. \*
Jennifer Bryant, M.D. \*
Mae Mae Chu, M.D. \*
Lynn Clements-Northland, M.D. \*
David P. Colley, M.D. \*
Philip A. Dinauer, M.D. \*

John Ditzenberger, M.D. \* Ana Maria Echenique, M.D. \* Seyed Emamian, M.D. \* Malcolm Friedman, M.D. \* Helmuth Gahbauer, M.D. \* Lawrence R. Gluck, M.D. \* Michael Greene, M.D. \* Lee H. Greenwood, M.D. \* Kristen Lachance, M.D. \* Paul Levesque, M.D. \* Felix Lin, M.D. \* Frank M. Mele, M.D. \* David Milikow, M.D. \* Dena Miller, M.D. \* Eyal Morag, M.D. \* Elizabeth Moseley, M.D. \* Kenneth Nalaboff, M.D. \* Diego B. Nunez, M.D. \* Edward Prokop, M.D. Zenon Protopapas, M.D. \* John C. Quintas, M.D. \* Andrew Rabin, M.D. \* Priya Rastogi, M.D. \* Jose Restrepo, M.D. \* Lawrence Saperstein, M.D. \* Amy Sherman, M.D. \* Robert Sprague, M.D. \* Neil W. Tishkoff, M.D. \* Michelle Udeshi, M.D. \* J. E. Fredrik Zetterberg, M.D. \*

#### Rheumatology

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

William Zucconi, M.D. \*

#### Surgery

John Aversa, M.D.

Zandra H M Cheng, M.D.

Timothy Ehrlich, M.D.

Marilee L. Freitas, M.D.

Steven A. Hirshorn, M.D.

Ihor N, Ponomarenko, M.D. Leland J. Soto, III, M.D.

#### Thoracic/Vascular Surgery

Paul J. Gagne, M.D.
Marsel Huribal, M.D.
Taras Kucher, M.D.
Timothy M. Manoni, M.D.
Ben Marsan, M.D.
Richard Salzano, M.D.
Michael A. Sergi, M.D.
Jaime Strachan, M.D.
Stephen A. Bauer, M.D. \*
Umer Darr, M.D. \*
Michael Dewar, M.D. \*
James V. Lettera, M.D. \*
Viswa B. Nathan, M.D. \*
Chung K. Shin, 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. \*

#### **Visiting Consulting**

Glen A. Ganz, D.D.S.
James F. Jekel, M.D..
David L. Katz, M.D.
Michael Kligfeld, M.D.
Vasant B. Khachane, M.D.
Sanatkunar Nallianathan, M.D.
Richard A. Matthay, M.D.
Thomas J. Rutherford, M.D.
Maria A. Smith, DM.D.
Robert Wiznia, M.D.



\*Courtesy

## Financial Highlights

| G R I F F I N H   | O S P I   | T A L  |
|---|---|--|
| Year Ending September 30  | FY 2010   | FY 2009  |
| We Billed For Services To Our Inpatients Services To Our Outpatients Received From Sources Such As Grants, Cafeteria, Etc. Total  | \$184,981,026<br>\$196,264,459<br>\$3,781,488<br>\$385,026,973                  | \$177,105,306<br>\$176,367,616<br>\$3,253,934<br><b>\$356,728,856</b>      |
| We Billed And Did Not Receive From Medicare For Services Provided Because Payments Are Limited To A Fixed Amount  | (\$125,161,347)   | (\$110,139,226)  |
| From Medicaid For Services Provided Because<br>Payments Are Limited To A Fixed Amount   | (\$35,867,296)  | (\$31,737,603)   |
| From Patients Receiving Services Under<br>Contractual Arrangements  | (\$93,227,940)  | (\$86,531,175)   |
| From Patients Who Were Unwilling Or Unable To Pay   | (\$10,148,582)  | (\$12,058,517)   |
| Total We Billed and Did Not Receive   | (\$264,405,165)   | (\$240,466,521)  |
| Therefore, We Received Revenue From Patient Care, Other Services, And Investments Of  | \$120,621,808   | \$116,262,335  |
| Our Expenses Included Amounts For Employee Compensation For Employee Benefits For Supplies And Services For Depreciation Cost of Buildings And Equipment For Interest On Borrowed Money | \$ 54,104,788<br>\$ 16,257,705<br>\$ 40,009,118<br>\$ 6,320,417<br>\$ 2,555,295 | \$53,515,211<br>\$14,221,579<br>\$38,271,489<br>\$4,952,492<br>\$2,492,363 |
| Total Expenses For Patient Care And<br>Other Services Were  | \$119,247,323   | \$113,453,134  |
| Resulting In An Operating Profit of   | \$ 1,374,485  | \$2,809,201  |
| We Received from Non-Operating Sources Change in Fair Value of Interest Rate Swaps Gifts and Bequests Bond Reissue Expenses   | (\$ 3,525,695)  | (\$2,772,085)<br>\$0<br>\$0  |
| Investment Income/Grants/Research   | \$ 1,206,085  | \$1,193,568  |
| Resulting in a Gain (Loss) From Non-Operating Sources   | (\$ 2,319,610)  | (\$1,578,517)  |
| Overall Gain (Loss)   | (\$ 945,125)  | \$1,230,684  |

### Community Benefits



Through our Valley Parish Nurse program and various other outreach activities, Griffin strives to promote community health and wellness while closing racial, ethnic, gender, and socioeconomic gaps in health status. This means, in many cases, taking education and health screening services out into the hospital's surrounding communities via the Griffin Hospital Mobile Health Resource Van, a custom built Winnebago equipped with cholesterol, osteoporosis, diabetes, and blood pressure screening equipment, as well as a television and VCR for patient education.

Last year alone, the Department of Community Outreach and VPN Program collectively made more than 53,000 community contacts, referring people for care, fitting bike helmets, and providing health education and information at senior centers, shopping centers, neighborhoods, companies and community events and fairs. This number represents a significant portion of the hospital's primary service area population, and included more than 14,000 health screenings.

These and some of Griffin's other 2010 community benefit activities are summarized to the right:

"Griffin devotes significant resources to fostering health education and access to information"

#### **Community Outreach & Parish Nurse Department**

Valley Parish Nurse Program October 1, 2009-September 30, 2010

| Sites Served Annually by Participating Parishes & Community Outreach Dept. | 588    |
|--|--------|
| Total Community Contacts   | 53,248 |
| Parish Contacts  | 20,785 |
| Community Outreach & Parish Nurse Dept Contacts                            | 29,958 |
| Breakdown of Some of the Services offered                                  |        |
| Health Screening Recipients  | 14,360 |
| Number of People Referred for Care   | 10,010 |
| Education/Wellness Programs Offered  | 1,321  |
| Attendees at Education/Wellness Programs                                   | 33,624 |
| Support Groups Offered Monthly:  | 5      |
| Attendees at Support Groups  | 684    |
| Bike Helmets Provided and Fitted   | 1,511  |
| Pedestrian Safety Program Recipients                                       | 1,016  |
| Infection Control "Germ buster" Program Participants                       | 2,137  |
| Drug/Alcohol/Smoking Prevention Calendars Distributed                      | 3,600  |
| Drug/Alcohol/Smoking Prevention Program Participants                       | 5,697  |
| Infant/Booster Car Seats Provided or Installed                             | 353    |
| People Trained in CPR  | 3,884  |
| CHIP (Childhood Identification Program) Participants                       | 547    |
|  |        |

## Community Benefits

#### **Health Empowerment Activities**

Griffin devotes significant resources to fostering health education and access to information, another critical component of the hospital's efforts to encourage residents to take a more active role in their health and their healthcare. Griffin's Health Resource Center, open six days a week, has a vast collection of consumer health information and is staffed by professional librarians who are available to assist patients, staff, and community members.

Complementing the ongoing Health Empowerment Series – health-care related talks that are offered free of charge throughout the year – were several new programs, including:

- Griffin's award-winning Mini Med School, which in addition to its traditional 10-week fall session added an advanced session in Spring 2010, inviting back attendees from previous sessions to an eight-week "Residency" program. Griffin physicians provided participants with in-depth reviews of various specialties, as well as a greater understanding of how practicing medicine works and how medical decision-making happens. Using "case presentations," the physician faculty challenged students to use the knowledge they had gained during their Mini Med School course to diagnose and recommend treatment for composite patients. Feedback from participants was overwhelmingly positive.
- A free four-part series of talks sponsored in November by Griffin's
  Diabetes Education and Support Group, in conjunction with
  Merck Pharmaceuticals. Topics included overall management of
  diabetes, diabetes and vision, foot care, meal planning, and using
  the NuVal food scoring system for better nutrition.
- A new four-week nutrition course, "Everything You Ever Wanted to Know about Nutrition, But Were Afraid to Ask," taught nationally known nutrition expert and registered dietitian Samantha Heller. The free course, presented by the Center for Cancer Care at Griffin Hospital, also featured special cooking demonstrations by Griffin Hospital's Executive Chef, Greg O'Gorman.







Samantha Heller, MS, RD, CDN

## Philanthropic Highlights 2010



Cornelia Evans, CFRE

#### The Griffin Hospital Development Fund – 2010

In 2010, the Griffin Hospital Development Fund embarked on a journey of close collaboration with our community in a grassroots effort to raise \$1 million to create a new Center for Breast Wellness at Griffin. Led by a dynamic and dedicated committee of volunteers working together with partners throughout the greater Valley region, we adopted an approach to fundraising designed to seek the support necessary to create the Center while simultaneously reinforcing Griffin's public health goal of raising awareness about breast cancer and the importance of regular mammograms in battling the disease.

What happened as a result of conducting this Campaign was much more than these ambitious goals, however. The process of reaching out helped us to build a network of new friends and partners and enabled us to inspire involvement from people across the Valley – all of whom exhibited their commitment to the cause in their own unique ways, as illustrated in the photos appearing on the following pages.

As the Campaign evolved, we actually saw the community grow closer together, learn together. collaborate more – and get to know us better here at Griffin, too. New alliances were formed, creating relationships that will last long into the future to benefit not only Griffin Hospital, but also to advance the Valley as a whole.

Our partners in the Campaign have come from a broad cross section of our community: Individuals, clubs, schools, businesses, municipalities, places of worship, neighborhoods, and extended families.

Our support has come from all ages as well - from the two-year-olds in strollers at the Second Annual 5K Walk / Run, to the eight-year-olds who went door-to-door fundraising with their moms, to the octogenarian swimmer in the Housy One-Miler. The cause – like the disease – has transcended all levels of society.

To amplify our grassroots efforts, we communicated broadly through a host of new social media tools, including Facebook (www.facebook.com/campaignforbreastwellness), You Tube (www.youtube.com/forliveswelove), Linked-In, and Twitter. We also launched a campaign e-newsletter to keep everyone up to date on our progress and upcoming events.

One key to the success we experienced in 2010 was having the right leadership. We were truly fortunate when Susan Coyle, Owner/Broker of Real Estate Two and Patricia Tarasovic, Director of the Volunteer Action Center at the Valley United Way, accepted our invitation to become Co-Chairs of the Campaign. Sue's and Pat's passion and dedication to the cause, and their ability to motivate and inspire an entire community to become involved in this effort has resulted in a tremendous outpouring of support.

But they could not have achieved these successes without a remarkable committee of volunteers whose talents, knowledge, skills, and commitment have produced amazing results. Together this dynamic group produced several special events, and we are deeply grateful to the Chairmen and Chairwomen and their committees for their creativity in producing events that uplifted spirits and inspired the community to unite around this cause – an experience that has made the Valley stronger and more confident in its ability to meet important challenges head on.

As we compile this report, our Campaign has raised just over \$400,000, with \$600,000 left to achieve our goal. Reflecting on all that our community helped us to build this year, we give thanks to those depicted here – and to the thousands of donors and participants across the region – for their generosity and their faith in our work. Their contributions have illustrated the truth of the adage "Whatever good things we build end up building us."

With Gratitude,

#### Cornelia Evans

Cornelia Evans, MFA, CFRE **Executive Director** Griffin Hospital Development Fund





## The Campaign for Breast Wellness – A Year of Unifying Events

In addition to outright gifts from individuals and corporations and grants from foundations, the Campaign for Breast Wellness benefited a year of community-building fundraising events:



#### The Housy One-Miler Swim for Griffin

For the first time ever, the Valley hosted its own swim event to benefit the Campaign. Thanks to the gracious hospitality of Shelton's Birchbank neighborhood, whose Housatonic River shores launched our swimmers, the event was a tremendous success, attracting over 200 spectators and volunteers, and 51 registered swimmers.

**Event Co-Chairs:** Charlie Sullivan and Patricia Tarasovic. **Committee Members:** Joyce Barcley, Joe DeFelice, Patrick Di Caprio, Liz Kennard, Pam Petro, Jack Walsh.

This year's event is tentatively scheduled for August 14, 2011.



## The Second Annual 5K Walk Run for the Center for Cancer Care at Griffin

Over 500 people gathered for this annual event to celebrate the second anniversary of the opening of the Center for Cancer Care and to help support the Campaign for Breast Wellness. Participants enjoyed free food, music, and massages while they perused informational tables. A survivor's table welcomed all battling cancer and those who have won the fight.

**Event Co-Chairs:** Laura Howell and Lori Murphy. **Event Committee:** Sue Anderson, Lisa Bisson, Marge Deegan, Susan Gucwa-Bucasas, Frances Kennedy, Christine Marr, Carrie O'Malley, Ken Roberts, Diana Serednitsky, Dan Tuccio.

This year's 5K Walk Run will be held October 1, 2011.



#### The Valley Goes Pink

During the week of October 17-26, a wave of pink swept through the Valley as schools, businesses, municipalities, extended families, and even neighborhoods got into the fundraising spirit to make a difference for our patients. Businesses and municipalities in each Valley town got involved by "pink-ifying" their establishments, donating a percentage of sales during Pink Week to the Campaign, hosting fundraising events, or selling pink items and designating a portion of the proceeds from those sales to the Campaign. Schools produced a variety of events, including volleyball games and dress down days, and football teams and cheerleaders donned pink for that week's games, collecting donations from audience members in the stands. The effort created awareness about Breast Cancer programs in the Valley, helped raise funds for Griffin Hospital's new Center for Breast Wellness, and showcased area businesses – all at the same time.

Event Co-Chairs: Sharon Massafra and Linda Gottlieb.
Event Coordinator: Janet Hall; Chamber Liaison - Nancie Gray.
Town Committees: Beacon Falls: Lauren Kazzi; Ansonia and Derby: Maria Conlon, Connie Evans, Janet Hall, Susan Holloway, Jane Snaider; Oxford: Joyce Barcley, Carole Leary, Patricia Tarasovic, Evelyn Magera, Leigh Schultz, Ellen Shepherd; Shelton: Nancy Balgach, Lisa Bisson, Evelyn Brunoll, Dee Carey, Susan Coyle, Gail Henshall, Ellen Pagliaro, Susan Petrizzo, Mary Ellen Samatulski, Cathleen Ragone, Jodi Salerno, Lisa Searles, Janice Sheehy.

This year's "The Valley Goes Pink" week is scheduled for October - 16-22, 2011.



Griffin Health Services Corporation 2010 Annual Report

### Philanthropic Highlights 2010



Vineyards of the World: A Wine Tasting Social Campaign Co-Chairs Susan Coyle and Patricia Tarasovic hosted a wine tasting social at Ari Bella Restaurant in Shelton.

#### **Peg Sheehy Dancing with the Stars**

Former Griffin patient Peg Sheehy celebrated her recovery – and her gratitude to her Griffin caregivers – by Dancing with the Stars at the Gaelic American Club of Fairfield. Peg kindly directed all of her fundraising proceeds from participation in this annual event to the Campaign.

#### **PAWS Calendar**

Ruth Tuccio, Coordinator of Griffin's P.A.W.S. program, collaborated with her photographer daughter, Amy Tuccio, to create the 2011 PAWS Calendar, which features some of Connecticut's – and the Valley's – luminaries.

#### Partnership with the Greater Valley Chamber of Commerce

The Greater Valley Chamber of Commerce was a fantastic partner in the Campaign, and two of its networking groups — Women in Networking and the Young Emerging Professionals (YEP) — hosted events that directed proceeds to the cause.

#### **Almost Autumn Wine Tasting and Silent Auction**

The Greater Valley Chamber's Women in Networking (WIN) group hosted their annual wine tasting and silent auction event in September at II Palio. This year's event featured a special raffle that benefitted Griffin's Center for Breast Wellness. Special thanks to Katie Scinto who chaired the event and Virginia Dedad, former Chair of WIN.



#### Pink Night with the Young Emerging Professionals (YEP)

Dan Onofrio, President of the Greater Valley Chamber's Young Emerging Professionals networking group, led the group's members in producing Pink Night – a fundraising event hosted at the Hotel Sierra in Shelton.



#### Opening of the Center for Breast Wellness January 10, 2011

With fundraising 40 percent complete and the Campaign still in full swing, Griffin Hospital opened its Center for Breast Wellness with tours for invited guests on January 10 and 11, 2011. Marking "the end of a journey and a new beginning," CEO Patrick Charmel and Board Chairman Jack Betkoski welcomed donors and friends to celebrate a true community-wide achievement.



#### The Campaign continues...

Griffin Hospital welcomes ongoing support for the Campaign to help us reach our goal of \$1 million. Naming opportunities still remain in the Center for Breast Wellness for gifts of \$10,000 or more, and donors who make gifts of \$500 and above will be recognized on a permanent honor roll of donors at the Center.

| NAMING O | PPC | RTU | NITIES |
|----------|-----|-----|--------|
|----------|-----|-----|--------|

| Comprehensive Center for Breast Wellness | \$250,000 |
|--|-----------|
| Screening and Diagnostic Suite           | \$100,000 |
| Surgeon's Suite                          | \$100,000 |
| Surgeon's Office Waiting Area            | \$50,000  |
| Surgeon's Office                         | \$50,000  |
| Technologists' Office and Film Library   | \$25,000  |
| Radiology Reading Room                   | \$10,000  |
|  |           |

Additional naming opportunities available within the Center for Cancer Care and Emergency Department.

#### Campaign for Breast Wellness Committee

Co-Chairs Susan Coyle and Patricia Tarasovic

Joyce Barcley Daun Barrett Lisa Bisson Hilary Boris Teresa A. Ceotto Zandra Cheng Agnes Cisto Maureen Coffev Maria Conlon **Christine Cooper** Samantha Cooper Kate Cosgrove Susan Coyle Marge Deegan Jane DellaVolpe Mary Deming Connie Evans Amy Fitzgerald Susan Frey Dorothy Gandy Roslyn Gilhuly Nancie Gray Joyce Grohe Janet Hall Gail Henshall Laura Howell Jane Hull Midae Johnson Lauren Kazzi Liz Kennard Themis Klarides Licia Martinucci-Marsh Sharon Massafra Lynn Miller Lori Murphy Carrie O'Malley Ellen Pagliaro Bill Powanda Ken Roberts Blaze Ryan Mary Ellen Samatulski Rachel Santini Janice Sheehy Jane Snaider Barbara Stumpo Pat Tarasovic Maria P. Vanderlaan Laurel Vicidomino Stephanie Wain Naomi Wallace Lvnn Werdal Joclaire Wilson

#### **Annual Events**

Throughout its history, Griffin has benefited from unrestricted gifts to support the general operations of the hospital. Donors who supported Griffin through Partner Sponsorships and annual events contributed over \$217,100 to the hospital.



#### "Autumn Elegance Gala: Masquerade in Venice"

On Saturday, November 6, 2010, nearly 350 friends of Griffin Hospital gathered at Southern Connecticut State University's Michael J. Adanti Student Center ballroom in New Haven to celebrate Griffin Hospital's Autumn Elegance "Gala 2010: Masquerade in Venice." Guests were transported to the canals and markets of Venice, Italy where they enjoyed an exotic evening of cocktails and dinner provided by Spice Catering and dancing to the tunes of ETA Music.



#### **Griffin Golf Classic**

The 19th annual Griffin Golf Classic was held June 8, 2010 at Great River Golf Club in Milford. Event Chair Jim Moylan and committee members William Cofrances, Jeff Raucci and Ray Kostka added new features to the popular tournament and welcomed golfers of all abilities to enjoy a great day of golf. Next year's golf tournament will be held on Tuesday, June 14 at a new location: The Racebrook Country Club in Orange.

#### **2010 Partner Sponsors:**

Healthbridge Management: River Glen Health Care Center, Golden Hill Health Care Center, West River Health Care Center, American Medical Response, Anthem Blue Cross and Blue Shield, Brown and Brown of PA, Carmody & Torrance LLP, Fletcher-Thompson, GE Asset Management, Naugatuck Savings Bank Foundation, PMA Management Corp. of New England, The United Illuminating Company.

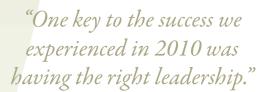
Griffin Health Services Corporation 2010 Annual Report

### Philanthropic Highlights 2010

#### **Impact of Philanthropy 2010:**

During the 2010 fiscal year, 2,883 donors offered Griffin Hospital their support, totaling \$1,067,176. Of those donors, 1,395 gave to Griffin Hospital for the first time, and the majority of those new donors (56%) were inspired to support Griffin through its Campaign for Breast Wellness. All together, Development Fund gifts came from 35 states and 2 foreign countries this year. Gifts from individuals, corporations, and foundations to the Campaign for Breast Wellness comprised 28 percent of all gifts to the Griffin Hospital Development Fund.

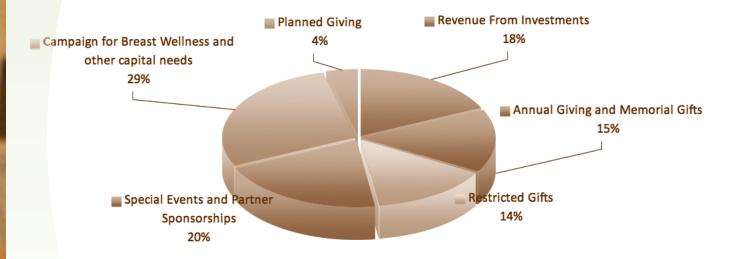
Gifts to the Annual Fund – which provides support to Griffin's highest priority needs – and gifts in honor or memory of loved ones accounted for 15 percent of total giving in 2010. Our donors often request that their gifts be targeted to help a favorite program or service, and this year such restricted gifts accounted for 14 percent of gifts, impacting important programs such as the Center for Cancer Care, medical and nursing education, Griffin's hospice program, and the Allied Health School, among others.











During the 2010 fiscal year, 2,883 donors offered Griffin Hospital their support, totaling \$1,067,176.



#### Planned Gifts: 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.

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

- Designating Griffin Hospital as a beneficiary of an IRA
- 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.

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

- Advance copies of Griffin Hospital<sup>1</sup>s newsletter, Healthy Connections.
- Invitations to our annual event recognizing the hospital smost generous donors and its Legacy Society members.
- A George Griffin Legacy Society pin.
- And last but not least, personal liaison service: Fund staff members 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:

To learn more, contact the Griffin Hospital Development Fund at 203.732.7335, cevans@griffinhealth.org, or visit our website at www.griffinhealth.org <a href="http://www.griffinhealth.org">http://www.griffinhealth.org</a>, and click on Giving to Griffin.







## Griffin Hospital's Leadership



Patrick Charmel President and CEO



Edward Berns Vice President, Legal Affairs



Marge Deegan Vice President, Ambulatory Services



Susan Frampton, Ph.D. President, Planetree



Todd Liu Assistant to the President



Kathleen Martin, Vice President, Patient Safety & Care Improvement



James Moylan Chief Financial Officer



William Powanda Vice President, Support Services



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



Seth Shepard, Vice President, Engineering and Facilities Planning



Barbara Stumpo, Vice President, Patient Care Services

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#### 2012

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Achille A. Apicella
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Chris Carey
Anthony W. D'Souza, M.D.
Cynthia DeLaurentis
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Israel Dvoretzky, M.D.
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The opening of the new Center for Breast Wellness at Griffin Hospital in January 2011 was a celebration of a year's effort and contributions by donors, volunteers, staff, and hospital leadership to create a world-class breast center in our community.





Griffin Health Services Corporation 130 Division Street, Derby, CT 06418

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