

Greenwich Hospital

Annual Report | 2023

Yale
NewHaven
Health
Greenwich
Hospital



Dear Friends,

Throughout 2023, Greenwich Hospital implemented exciting initiatives geared at improving clinical services and enhancing our community impact. From treating hundreds of thousands of patients to expanding our service lines and local partnerships, we have continued our commitment to being a valuable resource for people in Connecticut and New York.

Children and their families in the community benefited tremendously from the launch of our Pediatric Ambulatory Surgery Center where Yale New Haven Children's Hospital surgeons can treat a range of conditions in children. Parents and guardians can now be at ease knowing quality care for their little ones is so close to home.

The hospital's efforts garnered national attention. We were recertified by The Joint Commission as an Advanced Primary Stroke Center and earned three awards from the American Heart Association for Stroke and Diabetes Care. The hospital was recognized by The Leapfrog Group with an "A" hospital safety grade as one of the safest hospitals in the nation. Press Ganey presented Greenwich Hospital with the Guardian of Excellence Award for delivering an exceptional patient experience in Inpatient, Outpatient Oncology and Outpatient Rehabilitation services, and the Pinnacle Award of Excellence for exhibiting the highest levels of standards in patient experience for three consecutive years in Inpatient, Ambulatory Surgery and Outpatient services.

These national accolades would not be possible without our talented doctors, nurses, staff and volunteers, who work every day to deliver extraordinary care. We are also humbled by, and grateful for, the philanthropic efforts of our donors, whose lasting support allows us to better serve the community.

As we move into the next year, we are full of energy and enthusiasm for the future of Greenwich Hospital and Yale New Haven Health. We are making great strides in promoting innovative, inclusive health care and feel confident that we have the resources available to overcome any challenges that may be in our way.

Thank you for being part of this journey.

Sincerely,



Diane Kelly, DNP, RN
President



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Chairman
Board of Trustees



Mark Chrostowski, MD
Chief of Staff

Greenwich Hospital – Year in Review

Douglas Castiello is proof that people with congestive heart failure (CHF) can lead a full life with fewer symptoms by managing CHF with medication and lifestyle changes. At age 57, Castiello was surprised to be diagnosed with CHF. He credits the doctors, registered nurses, exercise physiologists, nurse practitioners and other professionals at Greenwich Hospital and Yale New Haven Health Heart and Vascular Center in Greenwich for turning his health around.

Castiello was just one of thousands of people who trusted Greenwich Hospital with their health care in 2023. Inpatient discharges exceeded 18,000 in 2023 with more than 320,000 Outpatient encounters.

Clinical innovation

As exemplified in Mr. Castiello's experience with CHF, Greenwich Hospital has excellent stroke care. In fact, two national organizations recognized the hospital for Stroke Care in 2023. The Joint Commission recertified Greenwich Hospital as an **Advanced Primary Stroke Center**. In addition, the American Heart Association recognized the hospital with three awards for providing up-to-the-minute, scientifically-based care to stroke patients and patients with diabetes: the Get With The Guidelines Stroke Gold Plus Award for demonstrating best practice for 24 months or more; the Target: Stroke Elite Honor Roll for meeting criteria that reduce the time between a patient's hospital arrival and treatment with clot-busting medication; and the Target: Type 2 Diabetes Honor Roll, which validates that patients with Type 2 diabetes receive evidence-based care when hospitalized due to stroke, and upon discharge to minimize their risk for future strokes.

Greenwich Hospital, in partnership with Yale New Haven Children's Hospital (YNHCH), celebrated the opening of a new **Pediatric Ambulatory Surgery Center** built to meet the unique needs of children and their families with support from a generous donor. Pediatric surgeons from YNHCH treat a range of conditions in gastroenterology, general surgery, otolaryngology, urology, and pediatric and adolescent gynecology.



Douglas Castiello



Pediatrician with patient at the new Pediatric Ambulatory Surgery Center.

Patient Care



13,099

Inpatient Discharges

322,492

Outpatient Encounters

Across Greenwich Hospital

1,942

Employees

1,148

Individual Medical Staff



Financial Performance



\$8.24 billion

Total Assets*

\$0.51 billion

Net Revenue

*For Yale New Haven Health

Newborn Care



2,844

Births

Emergency Medicine



27,804

Emergency Department Visits

Greenwich Hospital – Year in Review

Family Centers and Greenwich Hospital announced their plan to partner on primary care services for adults and children to improve healthcare access while ensuring the long-term health of the underserved populations in Greenwich and beyond. Under this new model, Family Centers would assume management and day-to-day oversight of the clinics in a newly renovated space at 75 Holly Hill Lane. While waiting for state approval of the partnership, Greenwich Hospital relocated pediatric and adult clinics to the new space, which features 15 exam rooms – 10 for adult patients and five for pediatric use – a 20 percent increase in capacity. In addition, mental and behavioral health services will soon be offered with onsite access to a mental health clinician.

Ushering in a new era in **personalized orthopedic care**, Greenwich Hospital conducted its first total knee replacement surgeries using robotic assistance. Robotic-assisted surgery enhances personalized care because the robot helps surgeons navigate the unique anatomical features of the patient's knee

joint. The robot's precision reduces errors, optimizes alignment and positioning of the prosthetic components, and helps to preserve healthy tissue for quicker recovery and reduced postoperative pain.

Committed to providing **equitable patient care**, free of racial bias and disparity, Greenwich Hospital as part of Yale New Haven Health joined Yale School of Medicine in challenging diagnostic algorithms based on long-held misconceptions. Together, they adopted a recommendation from the American Thoracic Society and European Respiratory Society to no longer use race or ethnicity in interpreting the results of a common lung function test, which could lead clinicians to potentially miss a medical condition causing breathing problems. The work also extended to updating a decades-old standard approach to measuring kidney function now deemed inaccurate and racially biased, as well as removing race as a factor in predicting jaundice in newborns.



Decontamination drill.



Greenwich Hospital President Diane Kelly, DNP, RN, presenting Gene Colucci and Diane Saul with the Marian Nowak Award.

Emergency preparedness

While certainly no hospital wants to experience a large-scale emergency, if there's one thing the nation learned from COVID, it's that hospitals are ready for anything. But to be ready means practicing real-world situations on a regular basis. These can be anything from conducting active shooter drills, to educating staff on how to stop a large bleed and much more.

One example is **decontamination drills**. Greenwich Hospital conducted one in 2023 to enhance its ability to provide emergency medical care in the event of an incident involving an accidental or deliberate spill or release of hazardous chemical, biological or radioactive materials. The drill was conducted in collaboration with the Emergency Department, Yale New Haven Health Office of Emergency Preparedness and Greenwich Emergency Medical Service (GEMS).

The Yale New Haven Health's **SkyHealth helicopter** landed behind Greenwich Town Hall as part of another preparedness exercise in the event of a town emergency, such as a mass casualty, involving GEMS and the American Red Cross of Metro New York North. SkyHealth features full intensive care unit capabilities while en route, invasive and noninvasive monitoring, multiple channel IV pumps, intra-aortic balloon pump and advanced airway and ventilation management. Compared to ambulances, SkyHealth provides more rapid transportation for distances and a higher level of care for high-acuity patients when time is critical.

Diane Kelly, DNP, RN, president, posed an employee challenge as part of American Heart Month. Employees from departments throughout the hospital accepted the challenge and participated in **hands-only CPR training**, learning how to save a life.

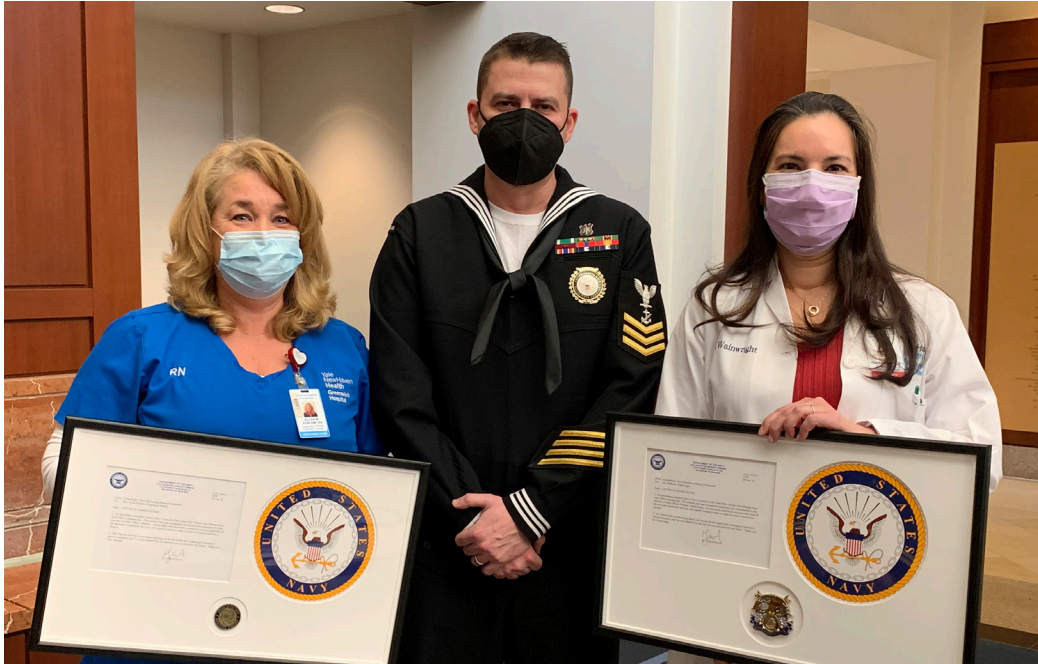
The greatest caregivers

Leading the hospital's many initiatives were thousands of doctors, nurses, clinicians, non-clinical staff and volunteers. Known for their compassion as well as their skill, many of these individuals earned accolades this year. A total of 108 Greenwich Hospital doctors were among the 660 physicians affiliated with Yale New Haven Health selected for *Connecticut Magazine's* 2023 Top Doctors in America.

Volunteers also play a crucial role in numerous departments and their efforts benefit patients in many ways. Coming from New York and Connecticut, more than **220 volunteers provided 24,327 hours of service**. Employees were also recognized for providing exceptional patient care as well as for protecting patients from harm. A few highlights follow.

Gene Colucci, chief financial officer, and **Diane Saul**, finance director, were named employees of the year for 2022 and 2021, respectively, for combining compassion, humor and expertise to keep the organization financially healthy. The pair, who worked together for 25 years, received the Marian Nowak Award, presented each year to an employee who embodies the best of the hospital's values.

Greenwich Hospital – Year in Review



Ellen Stacom, RN, and Sandra Wainwright, MD, receiving their recognition from the U.S. Navy.

Athanassios Petrotos, MD, medical director of Greenwich Hospital's Trauma program, received the "Lifetime Achievement" award from the *Fairfield/Westchester County Business Journal* and Sandra Wainwright, MD, NEMG physician and medical director of the Center for Hyperbaric Medicine and Wound Care, received the "Cutting Edge" award.

Melissa Lloyd, RT, Breast Center manager, and **Amanda Castaldo, RT**, lead radiation technologist, were the recipients of the 2022 annual Breast Center Award for their longtime commitment to the Breast Program at Greenwich Hospital and the Smilow Cancer Hospital Care Center in Greenwich. The Breast Center sees an estimated 12,000 patients each year and performs 15,000 mammograms and ultrasounds, in addition to 460 biopsies annually.

Irene Piazza, PhD, RN, Smilow Cancer Hospital Care Center in Greenwich, was the inaugural recipient of the Catherine A. Lyons Excellence in Oncology Nursing Leadership Award for her leadership and patient-focused care.

Roni Lang, LCSW, was named 2022 Connecticut Social Worker of the Year by the National Association of Social Workers, Connecticut Chapter, for her dedication to eldercare services. A clinical social worker for 50 years, Lang has worked with older adults and their families for nearly two decades at Greenwich Hospital. She was recently appointed to the City of Stamford Mayor's Advisory Council on Aging.

The U.S. Navy honored **Sandra Wainwright, MD**, medical director of Greenwich Hospital's Center for Hyperbaric Medicine and Wound Healing, and **Ellen Stacom, RN**, for treating a sailor with debilitating long-haul symptoms of COVID-19.

Louise McLellan, RN, Emergency Department nurse, was the winner at the first-ever Greenwich Hospital's Shark Tank. Employees were challenged to come up with cost-savings proposals for their units, without compromising quality. McLellan proposed using reusable pulse oximeters instead of disposable pulse oximeters to save approximately \$200,000 a year.

Building healthy communities

Greenwich Hospital staff know that while care in the hospital is critically important, equally so is being a good community steward. The hospital staff does this in a variety of ways, from food drives to employment opportunities, to teaching children to cook, to blood pressure screenings.

As part of a system-wide effort, employees and physicians donated 2,431 pounds of food – 2,026 meals – to **Neighbor to Neighbor** in Greenwich and **Meals on Main Street** in Port Chester, NY. The drive was conducted through #GiveHealthy, which provides an online platform for hunger-relief organizations to list items they need. Because the food shipped was from suppliers directly to hunger relief organizations, much of it was fresh produce.

Greenwich Hospital employees also donated new personal care items to Neighbor to Neighbor and Greenwich **YWCA Domestic Abuse Services**.

Fifteen students with a true interest in health care were exposed to a robust curriculum, including five days of hospital tours, clinical simulations and career panels with frontline and behind-the-scenes staff at the **Healthcare Explorers Program**. More than 50 doctors, nurses, and staff from numerous departments participated.



Project Search interns at their graduation ceremony accompanied by their Greenwich Hospital staff mentors and teammates.

Recognizing that world-class care rests on ensuring that everyone has a fair and just opportunity to be as healthy as possible, regardless of race or ethnicity, Greenwich Hospital collaborated with colleagues across Yale New Haven Health to launch the **We Ask Because We Care** campaign, a multi-phased initiative to improve the equity, quality and safety of patient care.

For the fourth year, Greenwich Hospital hosted interns from **Project Search**. The nine-month work-skills program is offered by Abilis, a nonprofit agency assisting individuals with special needs. Project Search interns were paired with mentors from Environmental Services, Facilities, Food and Nutrition Services, Materials Management, Maternity, Surgery and Transport.

A team of Greenwich Hospital nurses created “**green fashion**” by upcycling material usually tossed in the garbage into sustainable couture, as well as practical items for everyday use. The nurses created fashionable items ranging from motorcycle jackets to floppy hats to chic dresses and purses out of material used to ship sterile surgical instrument trays. Their goal was to demonstrate the importance and beauty of recycling and their bags were displayed at the YWCA Old Bags Luncheon.



The creative nurses displaying their “green fashion” creations.

Greenwich Hospital – Year in Review

Development – generous community

Greenwich Hospital is a 501 (c) 3 not-for-profit organization and philanthropy is key to its mission. Thanks to the very generous community surrounding the hospital, Greenwich Hospital is able to secure resources to drive forward progress and innovation in health care.

The Greenwich Hospital Auxiliary Thrift Shop ended the fiscal year with a record \$1.03 million in sales, the most ever in its 102-year history, enabling the volunteer organization to donate a half-million dollars to the hospital's Equipment Imperatives Fund. This gift enabled the acquisition of an *Exablate Neuro* device that uses high-intensity focused ultrasound to help people with movement disorders such as Parkinson's disease and other neurodegenerative conditions. In addition, the Auxiliary gave \$1 million toward the new in-hospital Interventional Behavioral Health Program.

The public launch of the **Arc of Care Campaign** for Greenwich Hospital – the hospital's first campaign in nearly two decades – took place at the annual Benefit in September with a goal of raising \$125 million. This multiyear fundraising initiative supports five key areas of excellence: Behavioral Health, Children's Health, Heart and Vascular, Neuroscience and Oncology. The event honored Dickerman Hollister Jr., MD, who retired from Greenwich Hospital after a 40-year career caring for generations of community members with a trove of enduring personal connections with area residents.

The Office of Development raised \$14,569,956 this year with the majority of the funds supporting Behavioral Health, the Emergency Department, Children's Health, Oncology, Heart and Vascular, Neuroscience and staff education. During both the silent and public phases of the Arc of Care Campaign, the Annual Fund for Greenwich Hospital also continued to thrive, crossing the \$10 million mark. This fund provides hospital administration with the ability to designate dollars to where they are needed most.



The Greenwich Hospital Auxiliary Thrift Shop team showing the amount of money they raised for the year.



The Greenwich Hospital Freedom Riders at the "Closer to Free" ride in New Haven.



Marjorie Monroy Gatto works in Environmental Services. She graduated from Bellas Artes Technical School in her native Ecuador.

National leader in health care

Greenwich Hospital has long been known for its exceptional patient care, but it is also an extremely safe hospital as exemplified in its many awards.

Greenwich Hospital was recognized by The Leapfrog Group with an **“A” hospital safety grade** in both spring and fall of 2023, as one of the safest hospitals in the United States. The Leapfrog Group is an independent national patient safety watchdog group.

Press Ganey recognized Greenwich Hospital with two distinct awards joining an elite group of hospitals nationwide. As a **Guardian of Excellence Award** recipient, Greenwich Hospital is in the top five percent of healthcare providers delivering an exceptional patient experience in Inpatient, Outpatient Oncology and Outpatient Rehabilitation services. They also received the **Pinnacle Award of Excellence** for exhibiting the highest levels of standards in patient experience for three consecutive years in Inpatient, Ambulatory Surgery and Outpatient services.

The Smilow Cancer Hospital at Greenwich was awarded a full three-year reaccreditation from the **Commission on Cancer** and the **National Accreditation Program for Breast Centers**, both quality programs of the American College of Surgeons. The Smilow Cancer Hospital at Greenwich has a multidisciplinary team of specialists who provide prevention, early diagnosis, cancer staging, optimal treatment, rehabilitation, nutrition services, psychosocial support, lifelong follow-up for recurrent disease, survivorship programs, genetic counseling and clinical trials. The center maintains a cancer registry and contributes data to the National Cancer Database.

The **American Diabetes Association** once again recognized the diabetes self-management education programs at Greenwich, Bridgeport, Yale New Haven and Yale New Haven Children's hospitals. Recognized programs have knowledgeable health professionals who teach participants about the diabetes disease process, nutrition, physical activity, medications, monitoring and how to prevent, detect and treat diabetes complications. This education can help prevent complications and unnecessary hospital admissions.



Ballerina stays en pointe after ankle surgery

"I have a love for dance," said Philomena Maggard of New Canaan, an accomplished ballerina who knows the joy of moving across the stage en pointe. The 18-year-old has been honing the classical technique for nearly a decade, including two years in the preprofessional program at Miami City Ballet, practicing more than four hours a day, six days a week. She grew concerned, though, when her left foot began to hurt. At first, she used over-the-counter medications to dance through the pain. But when the worsening condition threatened her ability to dance, Maggard knew it was time to act. She sought the advice of Greenwich Hospital's Sean Peden, MD, a Yale Medicine orthopedic surgeon specializing in ankle and foot surgery.

"I was hesitant at first, but surgery was the only solution if Philomena wanted to keep dancing en pointe," said Maggard's mother, Amédée. Unlike her mother, Maggard had no reservations in 2022, when she had the surgery. "The surgery was a good experience. I can dance en pointe with no pain at all," said the teen, now a freshman and Elon College Fellow at Elon University in North Carolina. "I plan to do a lot of dancing at college."

Greenwich Hospital's orthopedic surgeons use minimally invasive techniques to treat a range of foot and ankle conditions, including bunions, hammertoes, ankle instability, fractures, arthritis, flat feet, cartilage injury, plantar fasciitis, Achilles tendon tears and tendinitis. The foot has 33 joints, 26 bones and more than 100 muscles, tendons and ligaments that work together to allow people to bear weight. The ankle is the joint that connects the foot to the lower leg.

"Minimally invasive techniques help orthopedic surgeons to visualize and repair the damage, which leads to less scarring, pain and anesthesia, along with a quicker recovery. Patients like it because they heal faster," said Dr. Peden. Ballet stresses feet and ankles in many ways, sometimes causing foot pain and injury. Ballerinas who dance en pointe are more vulnerable because their feet are completely extended to support all their body weight as they move. "Ballerinas spend lots of time moving up and down on their tiptoes, which puts the ankle into an abnormal position. This constant movement pinches the space in the back of the ankle joint," said Dr. Peden.

"All I know is that I want to keep dancing."

In addition to the enlarged muscle and tendon, Maggard had an extra bone in the back of her ankle. "Most people never know they have this extra ankle bone until a problem occurs," said Dr. Peden. "Dancers can develop pain, swelling and scar tissue around the extra bone."

As with many foot and ankle conditions, Dr. Peden recommends patients try nonsurgical options at first, including rest, anti-inflammatory medications, a walking boot or a cast for total immobilization. "If these don't work, then patients must determine how much they want to keep dancing because this condition can affect their ability to perform at a high level," he said.

In Maggard's case, Dr. Peden performed a posterior ankle arthroscopic procedure making two miniscule incisions (1 - 2 centimeters) in the back of the ankle to visualize the area, move the tendons and nerves out of the way, and remove the extra bone and scar tissue. He also used stem cells drawn from the patient's pelvis and injected into the surgical site to enhance the healing process. "The surgery provides immediate gratification because we decompress the area," he said. "Patients can get back to using their ankle. The goal is to restore function and quality of life." As for Maggard, the surgery restored her quality of life by preserving her ability to dance en pointe without pain. A professional dance career may or may not be part of her future, but one thing is certain: "All I know is that I want to keep dancing," she said.

“Dream team” cares for at-risk pregnant women

Shirley and Corey Toby were determined to return to the “dream team” at Greenwich Hospital when they learned they were having a second child – even though other hospitals were closer to their new home in White Plains, NY.

Toby was referred to Greenwich Hospital’s Romelle Maloney, MD, by her internal medicine physician prior to her pregnancy in response to her expressed concerns about high mortality rates for Black mothers. Having access to a medical team that had expertise to manage complications should they arise was another plus.

“I wanted to do my due diligence before starting this new chapter in my life,” said Toby. She wasn’t disappointed. “Everyone at Greenwich Hospital took the time to listen to me and answer my questions.” And when Toby developed gestational diabetes, she was seamlessly referred to Yale Medicine maternal fetal medicine (MFM) physicians for specialized care.

Toby’s pregnancy went smoothly. Baby Nicolas was born on December 27, 2022, without complications. Big brother Oliver, 19 months, was waiting for him at home.

“We received the best care from everyone at Greenwich Hospital,” said Toby, 33. “The entire team was terrific, from the person checking my vitals to the person changing the sheets, to the nurses and doctors. They were the dream team for our children.”

A team approach

Dr. Maloney, of Greenwich Hospital and Northeast Medical Group, has been delivering babies for more than 30 years. Much has changed during that time, including the concept of working as a team.

“We now take a team approach,” said Dr. Maloney, a member of Toby’s “dream team.” “It’s extremely important to have subspecialists such as maternal fetal medicine doctors readily available to assist in difficult patient care. It’s become the standard of care. We have an excellent team at Greenwich Hospital that is supported by Yale New Haven Health.”

“The entire team was terrific, from the person checking my vitals to the person changing the sheets, to the nurses and doctors. They were the dream team for our children.”

Another “dream team” member, Yale Medicine’s Kirsten Lawrence, MD, is section chief of Maternal Fetal Medicine at Greenwich Hospital, which provides specialized care for mothers and unborn babies considered at higher risk for complications. The team includes board-certified MFM physicians, obstetricians, ultrasonographers, neonatologists, genetic counselors and nurses, many of whom are certified in critical care.

The need for MFM physicians has grown as women delay childbearing to later in life when the risk of complications increases, explained Dr. Lawrence. Gestational diabetes and preeclampsia, a pregnancy-related hypertension disorder, have been on the rise in recent years.

“We offer comprehensive consultative care for women who are planning pregnancy, pregnant, or who have a history of complications during pregnancy,” Dr. Lawrence said. “We treat patients holistically, making sure both mother and baby receive all the care they need.”

“Some women come in for a preconception consultation to assess their health as well as to identify and mitigate potential barriers to pregnancy. This way, they can come into pregnancy in the best health and shape,” said Dr. Lawrence.

A pregnancy is considered at risk due to advanced maternal age (35 years or older), multiple fetuses, recurrent preterm labor and delivery, or recurrent miscarriages. Women with diabetes, heart disease, high blood pressure, excessive weight, mental health issues, autoimmune disorders and other conditions are also at risk. MFM doctors also care for women carrying a fetus with a diagnosed heart condition or birth defect.



Shirley and Corey Toby of White Plains, NY, with their growing family, 19-month-old Oliver and baby Nicolas.

All MFM services are delivered on an outpatient basis, although some cases, such as when a mother goes into preterm labor, may require a hospital stay. “We want to make sure the mother stays healthy while we give the baby time to grow and mature,” said Dr. Lawrence.

“Very rarely do we need to transfer a mother or baby to Yale New Haven Hospital because Greenwich Hospital has an excellent neonatal intensive care unit.”

MFM physicians are bringing their expertise to pregnant patients across the hospital, including the Emergency Department and Intensive Care Unit. “We are forging strong relations across the hospital to provide coordinated care,” said Dr. Lawrence.

Complications

As a half-marathon trainer who frequents the gym often, Toby was surprised when a blood sugar test during her first pregnancy showed she had gestational diabetes. Women who develop gestational diabetes are at higher risk of developing type 2 diabetes later in life. Babies can be larger, which can cause complications during labor and delivery.

“I thought I was going to pass the blood sugar test with flying colors,” said Toby. During her first pregnancy, she managed diabetes with dietary changes, and the condition resolved after pregnancy. Toby developed gestational diabetes again with her second pregnancy, but this time she needed insulin to manage the blood sugar levels.

During both pregnancies, Toby turned to the certified diabetes care and education specialist along with the nurse at Greenwich Hospital’s Gestational Diabetes program for guidance and support. “They were great,” said Toby. “They showed me how to shift my eating to regulate my blood glucose. I made an effort to eat more protein, vegetables and complex carbohydrates. I was also more mindful of portion control.” Toby will retake a blood sugar test three months postpartum to see if the diabetes has resolved.

Good times ahead

These days, Toby eagerly awaits returning to work as a marriage and family therapist. She also wants to start training for a half marathon. She looks forward to visiting Greenwich Hospital with Nicolas soon for a postpartum visit, and perhaps seeing some of the nurses and doctors who helped the couple expand their family.

“Our family is filled with gratitude,” said Toby.

Taking life's lessons to heart

As a Greenwich mail carrier, Douglas Castiello walks miles through numerous neighborhoods with ease every day. So, he was surprised to suddenly develop a bloated abdomen. He was tired and short of breath merely crossing the street. His foot was swollen, too.

After multiple episodes, Castiello headed to Greenwich Hospital's Emergency Department with stomach complaints. He was surprised yet again to learn the true cause of his problems: The 57-year-old had congestive heart failure (CHF). His heart wasn't pumping enough blood rich in oxygen and nutrients to the rest of the body, potentially leading to serious consequences.

"I was shocked," said Castiello of Eastchester, NY.

Today, Castiello is proof that people with CHF can lead a full life with fewer symptoms by managing the chronic condition with medication and lifestyle changes. He credits the doctors, registered nurses, exercise physiologists, nurse practitioners and other professionals at Greenwich Hospital and Yale New Haven Health Heart and Vascular Center in Greenwich for turning his health around.

"I could not have been in better hands," said Castiello. "They made it easy for me to get better and make lifestyle changes. I look at this entire experience as a blessing."

A national epidemic

At least six million Americans over the age of 20 have congestive heart failure, according to the American Heart Association. CHF occurs when the heart is too weak to pump enough blood or too stiff to relax and fill with enough blood. It can develop slowly over time, or when the heart is damaged, such as after a heart attack. Symptoms include fatigue, shortness of breath, and swelling and weight gain from fluid accumulating in the ankles, lower legs or abdomen.

"It's an epidemic. It's the top reason people over age 65 come to our Emergency Department," said Michael Chen, MD, a Yale Medicine cardiologist who specializes in congestive heart failure. Dr. Chen diagnosed and treated Castiello at Greenwich Hospital and provided follow-up care at the Yale New Haven Health Heart and Vascular Center at 500 West Putnam Ave. in Greenwich.

"The doctors and nurses did a great job of taking care of me. It was amazing."

"Aging is a major risk factor because it can weaken and stiffen the heart muscle. We are going to see more and more of these patients," said Dr. Chen. He noted census findings that Fairfield County has a growing number of older residents, compared to the rest of Connecticut. "In fact, Greenwich Hospital's cardiac patients are 10 years older than those at other Yale New Haven Health hospitals in Bridgeport, New Haven, New London and Westerly, RI," he said.

No "magic bullet"

Diagnosing CHF requires a physical examination, blood tests and imaging procedures, such as chest X-rays, electrocardiogram, echocardiogram, cardiac catheterization and magnetic resonance imaging (MRI). While no cure exists, medications and lifestyle changes can help people live longer with fewer symptoms. Some patients need a pacemaker to control the heartbeat or an implantable cardioverter defibrillator to jump-start the heart if it stops beating.

"There is no magic bullet to diagnosing or treating heart failure. It requires a team approach with multiple specialists and tests to get a full picture," said Dr. Chen.

Castiello spent several days at the hospital to undergo tests, including an angiogram that found his arteries were clear. He met with a nutritionist and began eating a low-salt diet.

"The doctors and nurses did a great job of taking care of me. It was amazing," said Castiello, who wore a device with a built-in defibrillator for several months after he left the hospital.



For Douglas Castiello, learning how to manage congestive heart failure has allowed him and his wife, Tina, to lead healthier lives.

Strengthening the heart

The next step in Castiello's journey involved cardiovascular rehabilitation, a medically supervised program designed to improve cardiovascular health. The individualized program includes aerobic exercise, strength training, stretching, nutrition counseling, and education about managing stress and other heart-healthy lifestyle topics. Patients are continuously monitored by an EKG, and exercise physiologists and registered nurses repeatedly check blood pressure and oxygen levels during a session.

"The staff assists patients to modify their risk factors – such as hypertension, diabetes, high cholesterol and obesity – through lifestyle changes. The importance of decreasing sodium intake is a common topic," said Lisa Elpi, CES, coordinator of the Cardiac and Pulmonary Rehabilitation Program at Greenwich Hospital's Center for Healthy Living located at 500 West Putnam Ave.

CHF patients, in particular, focus on aerobic exercises to improve the pumping action of the heart's left ventricle, explained Elpi, a certified exercise specialist. "We concentrate on duration more than intensity. Heart failure patients tend to rest more often because they get fatigued and out of breath. That changes as the deconditioned heart gets stronger," she said.

Castiello was pleased to see his exercise capacity improve during the three-month program. He doubled his time on the treadmill to 20 minutes and went from walking 2 miles an hour to walking 3.5 miles per hour with a 2.5 percent incline. He became strong enough to move onto strength training. His ejection fraction – a measurement of how much blood the left ventricle pumps out with each contraction – jumped from 15 percent to 55 percent. The education modules were his favorite part of the program. "Those were packed with great information," he said.

These days, Castiello is taking all those lessons to heart. He's back to delivering the mail. He and his wife are once again enjoying after-dinner walks and weekend hiking excursions. The entire family eats a lot more fruits, vegetables and lean meat. They've cut back on salt, too.

"It's been a healthy change for the whole family," Castiello said.

Consolidated Statements of Operations

Year ended September 30. (In thousands)	2023	2022
Operating revenue		
Patient service revenue	\$ 493,852	\$ 507,147
Other revenue	19,116	23,906
Total operating revenue	\$ 512,968	\$ 531,053
Operating expenses		
Salaries and benefits	207,599	198,677
Supplies and other	298,810	292,581
Depreciation	18,742	26,428
Insurance	8,928	7,249
Interest	406	98
Total operating expenses	534,485	525,033
INCOME (LOSS) FROM OPERATIONS	\$ (21,517)	\$ 6,020

Greenwich Hospital Trustees and Leadership

As of September 30, 2023

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As of September 30, 2023

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