

# Connecting for the future

2013 Annual Report





With quality and safety at the forefront,  
Greenwich Hospital mobilized its resources to  
enhance the care it delivered to thousands of  
Connecticut and New York residents.

Through our affiliation with Yale New Haven  
Health System, patients of all ages benefited  
from expanded on-site access to advanced care  
in a variety of medical specialties.

## Connecting for the future

In many ways, 2013 was a milestone year. We began by launching a new era of cancer care with the opening of the Greenwich Hospital campus of Smilow Cancer Hospital at Yale-New Haven. With this historic affiliation, our patients now have expanded access to specialists, treatment options and clinical trials close to home.

Final implementation of the Epic electronic medical health record across the entire Yale New Haven Health System strengthened the quality and safety of care for our patients throughout the region. We expanded the medical staff, identified best medical and nursing practices, and intensified our commitment to service excellence and community outreach. Further, we found ways to provide medical care in a cost-effective manner without compromising quality.

It was also a memorable year for the patients you'll meet in this report. David Thompson survived cardiac arrest with no heart or brain damage, thanks to a sophisticated technique that lowers the body's temperature. Gina Burke, a breast cancer survivor, found the multidisciplinary care she needed just moments from home and work. Hayward Gipson is moving around so much better with his new right hip that he's returning to our Center for Joint Replacement for a new one on the left.

These success stories are a testament to the dedication of hundreds of doctors, nurses, employees, trustees and volunteers and to the generosity of thousands of donors who share our mission of healing. Their spirit represents Greenwich Hospital's greatest strength and hope for a promising future.



David D. Evans, MD  
Chief of Staff



Frank A. Corvino  
President &  
Chief Executive Officer



Daniel L. Mosley  
Chairman  
Board of Trustees



## 2013 Year in Review

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*With quality and safety at the forefront, Greenwich Hospital mobilized its resources to enhance the care it delivered to thousands of Connecticut and New York residents, while at the same time reducing costs.*

**YALE NEW HAVEN HEALTH SYSTEM** Through its affiliation with YNHHS, Greenwich Hospital bolstered its clinical programs and tapped efficiencies to strengthen its fiscal performance. Patients now have on-site access at Greenwich Hospital to experts from Smilow Cancer Hospital at Yale-New Haven, Yale-New Haven Children's Hospital Pediatric Specialty Center, and Yale-New Haven Hospital Heart and Vascular Center.

*Now all YNHHS hospitals, physicians and patients are linked by a common electronic medical record.*

Greenwich Hospital played a crucial role in the implementation of the Epic electronic medical record system that now links all YNHHS hospitals, as well as Yale School of Medicine, Yale Medical Group and Northeast Medical Group. As the first hospital to go live back in April 2012, Greenwich Hospital provided on-site support to both Bridgeport and Yale-New Haven hospitals during their Epic launch. Now all YNHHS hospitals, physicians and patients are linked by a common electronic medical record designed to enhance patient safety and quality.

YNHHS was selected as one of the "Most Wired" health systems in the nation by the American Hospital Association's *Hospitals and Health Networks* magazine. Greenwich, Bridgeport and Yale-New Haven hospitals – all part of YNHHS – were three of only six hospitals in Connecticut designated as "Most Wired."

**SAFEST HOSPITAL INITIATIVE** Now in its fifth year, the Safest Hospital Initiative continued efforts to increase safety for patients, staff and visitors. Daily 15-minute "safety huddles" with hospital leaders and key staff were instituted, while a new "Great Catch" program recognized employees for finding and preventing errors.

Physical plant changes that improved security included a new reception area in the Watson Pavilion lobby. Having focused on safety for years, Greenwich Hospital, in conjunction with Yale New Haven Health System (YNHHS), is now part of a Connecticut Hospital Association initiative to become a "level three high reliability organization" and eliminate preventable incidents of harm to patients. One of many new programs was the creation of a video monitoring program in rooms of patients identified to be at high risk of falling. With more than 1,600 patients participating, the monitoring system prevented over 25,000 fall opportunities over the course of the first year.



### HEALTHCARE PROVIDER OF CHOICE

Thousands of area residents sought care at Greenwich Hospital as the region's healthcare provider of choice. Inpatient discharges reached 12,439, while outpatient visits totaled 296,656. The Emergency Department handled 43,248 visits from Connecticut and New York residents. New York residents account for 49 percent of Greenwich Hospital inpatients.

### PATIENT SATISFACTION & SERVICE

**EXCELLENCE** Greenwich Hospital launched a new initiative to strengthen its legendary commitment to provide an outstanding patient experience. The hospital achieved excellent patient satisfaction scores and high percentile rankings compared to other hospitals nationwide, according to Press Ganey Associates, a national leader in patient satisfaction measurement. In a survey by the Centers for Medicare and Medicaid Services, patients ranked Greenwich Hospital the highest in "overall rating" and "willingness to recommend to others" among acute care hospitals in the tri-state area.

### QUALITY & PERFORMANCE ACHIEVEMENTS

The Commission on Cancer awarded the hospital's cancer program a three-year accreditation with commendation. The Breast Center received a three-year accreditation from the National Accreditation Program for Breast Centers. A Breast Center report found five-year survival rates of patients treated at Greenwich surpassed national rates. The "Impact of a Care Journal on Safety and Communication" was a winning abstract at the YNHHS Joseph A. Zaccagnino Patient Safety and Clinical Quality Conference.

Greenwich received the top award at the YNHHS Service Excellence Conference for assisting with the Epic transition.

**HUMAN RESOURCES** Greenwich Hospital is also committed to maintaining a healthy and engaged workforce. A total of 162 employees were recognized for outstanding service excellence in 2013, while 269 employees received awards for their years of service. Patricia Perrone, manager of the Breast Center, received the Marian Nowak Award for her exemplary character. The annual ceremony for nursing excellence awarded Priscilla Colet, RN, PACU, the Helen Meehan Award for Excellence in Nursing; Tom Anderson, Radiology, received the Partner in Care Award; and Donna Coletti, MD, Palliative Care Program, accepted the Physician Partner in Care Award.

As part of the hospital's commitment to wellness, a new staff fitness center opened at the 900 King St. campus in Rye Brook, NY. Sixty-five percent of employees took part in Know Your Numbers, a

program to raise health awareness. More than 125 children attended Take Your Daughters and Sons to Work Day. President and CEO Frank Corvino hosted town meetings and luncheon discussions with employees to encourage open and candid conversations about the hospital.



**MEDICAL STAFF** Thirty-seven new physicians joined the medical staff in 2013, with 16 percent practicing in Westchester County. The 4th annual Medical Staff Recognition Brunch honored 29 individuals who have been with Greenwich Hospital between 15 and 25 years. Greenwich Hospital supported the YNHHS initiative to offer physicians employment opportunities through Northeast Medical Group (NEMG). The hospital opened an internal medicine practice at 15 Valley Drive in Greenwich and welcomed Surgical Specialists of Greenwich to NEMG. The NEMG endocrinology practice moved to larger quarters at 2015 W. Main St. in Stamford.



## Clinical Initiatives & New Programs

**CANCER CARE SERVICES** Patients received expanded access to the highest standard of care, nationally recognized experts and clinical trials with the opening of the Greenwich Hospital campus of Smilow Cancer Hospital at Yale-New Haven. As part of the affiliation, Yale Cancer Center specialists collaborate with oncologists and specialists from Greenwich Hospital in the newly renovated Bendheim Cancer Center, which now houses all outpatient infusion and radiation oncology services.

*Greenwich Hospital became the first in the region to offer Radium 223, a breakthrough therapy for patients with advanced prostate cancer.*

Greenwich Hospital became the first in the region to offer Radium 223, a breakthrough therapy for patients with advanced prostate cancer. Other new radiation services targeted breast, gynecological, lung, brain and other tumors.



The hospital's Department of Physical Medicine and Rehabilitation was certified by Survivorship Training and Rehabilitation (STAR), a national program designed to increase the well-being of cancer patients before, during and after treatment.

**EMERGENCY CARE** A new Emergency Department triage process included checking vital signs and pain thresholds at registration as well as waiting room rounds every 30 minutes.

**PEDIATRIC CARE** Pediatric subspecialty services expanded to include orthopedic surgery consultation at the Yale-New Haven Children's Hospital Pediatric Specialty Center at Greenwich Hospital.

**OCCUPATIONAL HEALTH** Greenwich Hospital was chosen to provide occupational health services to nearly 2,000 city employees in Stamford.

**UROLOGY** An outpatient urology department staffed with a Yale Medical Group physician opened at 15 Valley Drive in Greenwich.

## Community Outreach & Patient Support Services

### **COMMUNITY HEALTH AT GREENWICH HOSPITAL**

As the hospital's outreach department, Community Health at Greenwich Hospital and Community Health of Fairchester offered hundreds of health screenings, wellness programs, health fairs, support groups and educational seminars. The hospital also led a community health needs assessment and created a three-year improvement plan.

### **COMMUNITY HEALTH IMPROVEMENT PARTNERSHIP**

The Community Health Improvement Partnership, comprised of community and hospital leaders in Greenwich, continued meeting to identify needs and implement programs. To highlight mental health, a nationally recognized speaker conducted suicide prevention seminars to 350 students at Greenwich High School and Arch School. More than 300 people received free health screenings at the Teddy Bear Repair Clinic at Greenwich's New Lebanon School.

### CANCER AWARENESS & SUPPORT SERVICES

Greenwich Hospital offered a full array of cancer screenings, support services and ancillary programs to assist patients and their loved ones.

Along with radio sports personality Ed Randall's "Fans for the Cure" program, the hospital offered a unique education and prostate cancer screening event to 91 men. A total of 253 uninsured women received free mammograms through a joint effort with the Breast Cancer Alliance.

The "I Can Cope" series, a free educational program offered in cooperation with the American Cancer Society, drew 61 people. Cancer patients also took part in programs such as Look Good... Feel Better, Spa Night and Eyebrow Clinic and various support groups. More than 178 newly diagnosed breast cancer patients received education resource notebooks.

Greenwich Hospital partnered with Greenwich schools, the Greenwich Department of Health, the American Cancer Society, Gilda's Club and the Breast Cancer Alliance to sponsor events such as Greenwich Think Pink, Hands Across the Avenue and Making Strides Against Breast Cancer. The hospital was a major sponsor of Greenwich's Relay for Life, an American Cancer Society event that gathered more than 1,500 people. More than 125 cancer survivors and their families attended a "survivorship ice cream social" hosted by the hospital.

**HEALTH EDUCATION PROGRAMS** Thousands of elementary, middle and high school students took part in school-based health education programs on smoking prevention, hand hygiene, drug and alcohol abuse, safety, positive youth development, injury prevention and disease transmission.

*Greenwich Hospital physicians, nurses, social workers and pharmacists conducted free lectures throughout the region.*

Twelve families attended "Family Night Out: Families Spending Meaningful Time Together," a three-month program that promotes healthy lifestyles sponsored with the Boys & Girls Club of Greenwich. A Family University program was held with the Port Chester school system and the Port Chester Cares Committee. Eighteen high school students from Port Chester and Greenwich completed a four-week healthcare careers program and 14 interns from the



**Cancer Can't Stop A Rising Star**

Just another routine mammogram. That's how the day began on November 19, 2013, for Marybeth Meryn, 57, when she was told she had breast cancer.

"She doesn't need a mammogram about the size of the story. The image showed a very clear growth that concerned her doctor enough to recommend a biopsy – and further, a breast surgeon."

Marybeth's interest led her to Breast Care Services of Greenwich Hospital. "Monday I had the test and Sunday I got the call," she said. "It wasn't the CT or any other test that I expected. It wasn't any hormones doing weird things and I'd expected I had invasive ductal carcinoma," said Meryn.

Cancer at age 57. Waiting no time. Meryn's got several medical opinions. Based on her research, she decided her best option would be lumpectomy surgery to remove the cancer and surrounding tissue. But first, she would get chemotherapy to shrink the tumor so she would have a better cosmetic outcome.

**Game Changer**  
Meanwhile, a new phase of medical history came to light. Meryn's tumor was found to be breast cancer in her 50s, but then she discovered an asset on her

**Teddy Bear Clinic**  
Whether Pekington has a headache or Elmo caught a cold, caregivers at Greenwich Hospital's Teddy Bear Clinic have just the right remedy. Details on page 5.

Open Door Family Medical Center in Port Chester attended a one-day career program. In collaboration with Port Chester and Blind Brook high schools, the hospital sponsored a Wellness Day for teens. The Medical Explorers Program, sponsored with the Boy Scout's Greenwich chapter, reached middle and high school students.

Greenwich Hospital physicians, nurses, dietitians, physical therapists, social workers and pharmacists also conducted free lectures throughout the region.

#### COMMUNITY EDUCATION & SUPPORT

**GROUPS** *Health Extensions* magazine (distributed five times a year) and *Health e-Outlook* (emailed monthly) provided information about hospital services to thousands of Connecticut and New York households. "Spotlight on Medicine," a weekly program on WGCH radio in Greenwich, featured physicians and professional staff.

As a community training center for the American Heart Association, Greenwich Hospital provided CPR training to more than 300 professionals and lay rescuers. Several behavioral health programs were held to promote awareness of mental health. The 15th annual Teddy Bear Clinic drew 1,700 community members for a day of family-friendly, interactive education.

Board-certified physicians conducted "Mini-Med" seminars on diabetes, degenerative joint disease and infectious diseases. An educational driving program, co-sponsored by the hospital and AARP, drew 414



people. Individuals ages 50 and older took part in Generations, a free health and wellness program. Thousands of residents found information and camaraderie at numerous support groups focusing on Parkinson's disease, multiple sclerosis, lupus and more.

## PREVENTION & WELLNESS PROMOTION

The Nurse Is In program provided 6,596 free blood pressure screenings at community and corporate sites. The Parish Nurse program, in partnership with First Congregational Church in Old Greenwich, provided blood pressure screenings, lectures and other services to parishioners. The hospital also participated in 40 health fairs, reaching an estimated 10,000 people at community sites. The Lions Low Vision Center helped 81 people with moderate visual impairment maximize their remaining vision. Through the Venus Clinic, the hospital, in cooperation with Greenwich Department of Health, offered free pregnancy testing along with screening, diagnosis and treatment of STDs/HIV. The nationally recognized Smoke Stoppers program was offered to smokers wishing to quit.



## Volunteer Services & the Greenwich Hospital Auxiliary

The Greenwich Hospital Auxiliary continued its strong commitment to the hospital in many ways, including a \$500,000 gift to the Cardiology Department and a gift of \$200,000 to support the Center for Hyperbaric Medicine and Wound Healing. Four Greenwich High School seniors received scholarships for pursuing healthcare studies. A total of 692 adult and junior volunteers provided more than 59,000 hours of service.

## Greenwich Hospital Foundation

Last year, the Greenwich Hospital Foundation raised nearly \$8 million from more than 3,000 donors through its annual Fund for Greenwich Hospital campaign, ongoing major gift efforts and special events. Hundreds of area residents attended the Gala, Great Chefs and Under the Stars to support the Emergency Department, Community Health, and pediatric and neonatal services respectively. The foundation also hosted donor appreciation events, produced a new program called "What's Up Doc" for annual fund contributors, and assisted the Women's Health Initiative Advisory Board in sponsoring free lectures.

## Finances

Greenwich Hospital remained fiscally sound despite a sluggish state economy and challenges posed by national healthcare reform. Based on consolidated financial statements from Greenwich Health Care Services, Inc. and its subsidiaries, the consolidated net operating gain from operations was approximately \$15.7 million with a positive bottom line of \$19 million. The estimated cost for charity care, free care and bad debt at cost was \$11.2 million. In addition, the Employee Hardship Fund provided \$12,308 in assistance to those struggling with unexpected financial challenges.

## Looking Forward

Greenwich Hospital stands poised to meet future challenges with confidence and strength, mindful of the unique opportunities that exist to improve the health of the many communities it serves. As part of Yale New Haven Health System, the hospital is well positioned to skillfully adapt to changes as healthcare reform unfolds, including the shift to population health management. With guidance from the finest healthcare professionals and a supportive community, Greenwich Hospital will remain an industry leader that puts the needs of patients and their loved ones at the center of all its efforts.

*Greenwich Hospital is a progressive medical center and teaching institution serving Fairfield County, CT, and Westchester County, NY. As a major academic affiliate of Yale School of Medicine and a member of Yale New Haven Health System, the hospital brings world-class innovation, research and technology to every patient.*

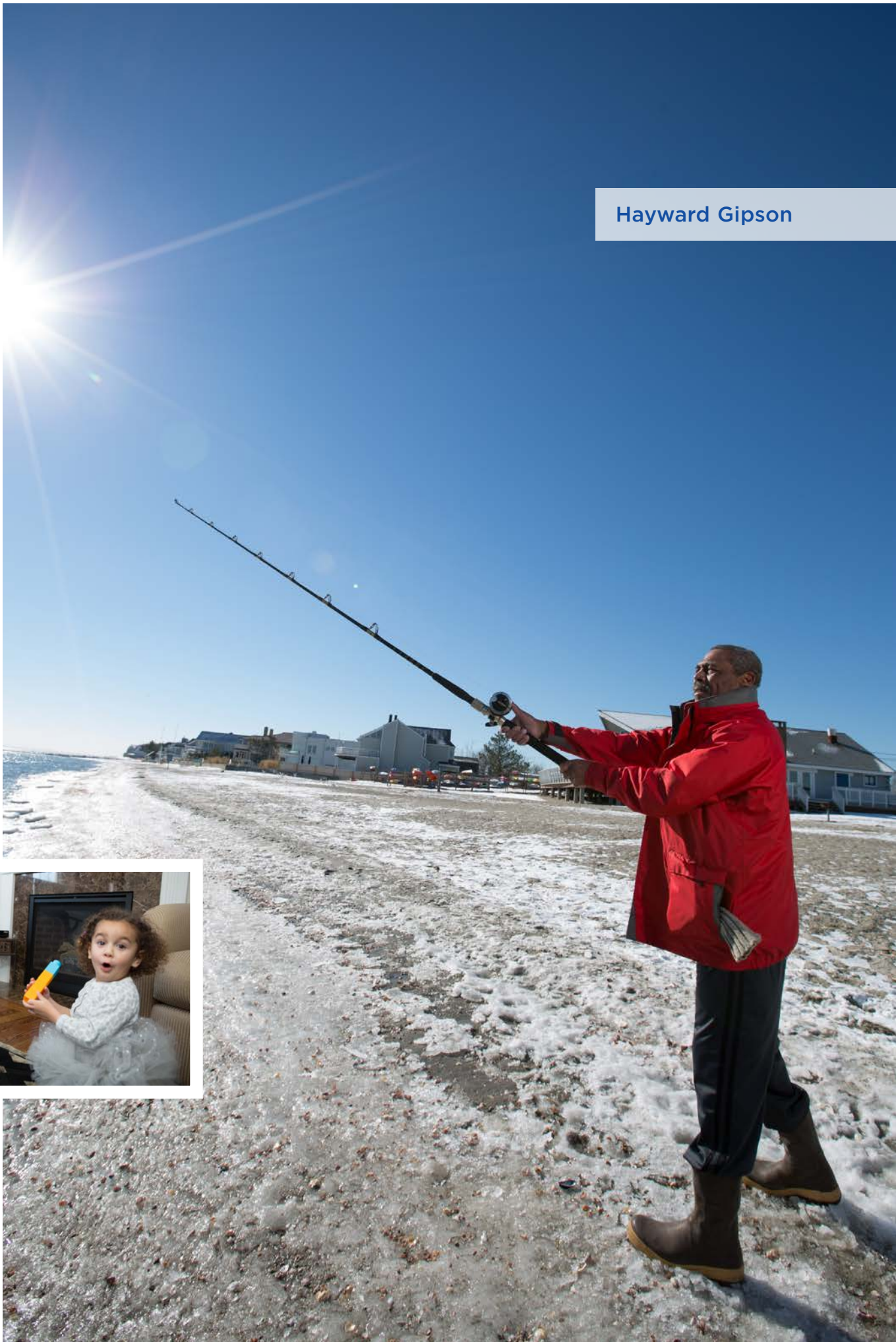
*A strong tradition of medical excellence, coupled with Greenwich Hospital's convenient location, are among the many reasons patients choose to be treated here.*

*In patient surveys conducted by the federal government, Greenwich Hospital ranked highest among acute care hospitals in the tri-state area in "overall rating" and "willingness to recommend."*

*Learn more about our services at [greenwichhospital.org](http://greenwichhospital.org).*



Hayward Gipson



## New hip, new life

**IT TOOK HAYWARD GIPSON YEARS TO REALIZE** that no amount of heat or over-the-counter medicine would ever soothe the pain in his hips. “It wasn’t getting better,” he said. “It was just getting worse.”

That’s why Hayward – who finally had surgery at Greenwich Hospital to replace his right hip – isn’t wasting much time before returning to get his left hip replaced under the care of orthopedic surgeon Frank A. Ennis, MD.

“It was absolutely the right move for me,” said Hayward of his first surgery. Is he ready for the second operation? “Yes I am,” the 68-year-old grandfather said. “I couldn’t be more pleased about putting myself back in the hands of Dr. Ennis and the people at Greenwich Hospital.”

Victoria Kroll, RN, program coordinator for the hospital’s Center for Joint Replacement, isn’t surprised Hayward is coming back. The center is certified as one of the best programs in the country by the Joint Commission, the nation’s foremost accrediting body in health care, with a team that includes surgeons, nurses, physical therapists and others.

“People are thrilled when they discover how joint replacement surgery can improve their quality of life,” said Kroll, who guides patients before, during and after surgery. “Our personalized approach leads to well-informed patients with successful outcomes.”

Hayward attended the preoperative class to learn more about the hip procedure and what to expect while he was at the hospital and during recovery. “They did an excellent job of preparing me,” he said. “I felt very knowledgeable going into surgery.”

The class paved the way for a “marvelous hospital stay,” said Hayward, adding that he was impressed by the daily visits from his surgeon, the attentive and skilled nurses, the dedicated physical therapy team and the delicious meals. “Everything about Greenwich Hospital was outstanding,” he said.

Hayward’s new right hip has already improved his quality of life and he expects things will only get better after his left one is replaced. For now, the discomfort he felt when sitting for long stretches has subsided, though there’s little time for sitting when he’s taking care of his two-and-a-half-year-old granddaughter, he admits.

“That’s my favorite thing to do in the world.”

*Hayward Gipson’s favorite pastimes include fishing at Penfield Beach in Fairfield and playing with his granddaughter Marley.*

## A light at the end of the tunnel

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**GINA BURKE HAD COME TO EXPECT THE TELEPHONE CALL** after every mammogram, urging her to schedule a follow-up ultrasound for a more detailed view of her dense breasts.

But this time, the ultrasound led to a biopsy and the words the 51-year-old mother of three never expected to hear: “You have breast cancer.”

It was the start of a journey that brought Gina to the multidisciplinary oncology experts at the Greenwich Hospital campus of Smilow Cancer Hospital at Yale-New Haven. The team included Barbara Ward, MD, medical director of the Breast Center and a nationally recognized breast surgeon; D. Barry Boyd, MD, a medical oncologist and integrative medicine specialist; Chang Soo Kim, MD, a reconstructive surgeon; as well as a nurse navigator, rehabilitation therapist, dietitian, cancer counselor and others.

“I always felt there was a light at the end of the tunnel because everyone was so encouraging,” said the Old Greenwich resident and teacher, who underwent a double mastectomy, chemotherapy and reconstructive surgery. “I was lucky to have such excellent care close to home.”

“Gina’s positive experience reinforces our belief that caring for cancer patients is a vocation,” said Dr. Ward, noting that survival rates for women treated at Greenwich surpass the national average. “Our holistic approach makes a world of difference.”

Gina couldn’t agree more. In addition to her medical care, she tapped many of Greenwich Hospital’s ancillary services, including support groups, nutrition lectures and the “Look Good ... Feel Better” program offered with the American Cancer Society. At home, she had the support of family and friends.

The hospital’s Survivorship Training and Rehabilitation (STAR) program – with experts in physical and occupational therapy, exercise physiology, nutrition, speech and more – helped Gina manage side effects and ultimately focus on her recovery.

“It was phenomenal,” said Gina, who lost 45 pounds with STAR. “They were so kind and helpful. I actually missed going to the gym on the days I couldn’t make it!”

These days, Gina is busy reclaiming her life – exercising, walking on the beach with her daughters, and occasionally raising Seeing Eye puppies.

“I remember Dr. Ward rubbing my arm before surgery, telling me everything was going to be okay,” said Gina. “She was right.”



*Gina Burke is back to enjoying long walks along the beach at Binney Park in Old Greenwich with her husband, Andy, and their three daughters.*

Gina Burke



David Thompson



## Beating the odds

**DAVID THOMPSON HAD A NAGGING STOMACH ACHE**, so he decided to substitute his usual lunchtime workout for a nap at home before returning to work as deputy director of public works for Greenwich.

But he never made it back to the office.

The 72-year-old woke up two days later in Greenwich Hospital's medical-surgical intensive care unit (MSICU) after undergoing therapeutic hypothermia, a procedure that lowers the body's temperature to 93 degrees to reduce the risk of brain damage caused by lack of oxygen during cardiac arrest.

"Some people call him the 'miracle man' because they can't believe he's alive," said his wife, Patricia, who called 911 when she couldn't wake her husband. The call triggered an immediate and integrated response that marshaled the extended resources of Greenwich Hospital and Greenwich Emergency Medical Service.

David defied the odds to survive an "out-of-hospital cardiac arrest" without heart or brain damage. Cardiac arrest occurs when the heart suddenly stops pumping blood. In Greenwich, the "save" rate for cardiac arrest is four to five times the national average.

"Everything we did as a community and healthcare system worked perfectly in concert to give Mr. Thompson his best chance for survival," said Michael Franco, MD, medical director of the MSICU. The experience underscores the importance of calling 911 at once. "Time is of the essence," said John Setaro, MD, an interventional cardiologist with the Yale-New Haven Hospital Heart and Vascular Center at Greenwich Hospital, who was waiting for David when he arrived at the emergency department.

An avid swimmer and yoga practitioner, David was eager to take part in the hospital's Cardiac Rehabilitation Program once he was cleared to exercise. The program's exercise physiologists developed an individualized plan to strengthen his heart, monitored his heart rate during workout sessions, and kept Dr. Setaro informed of his progress. He rarely missed the lectures the program offered on cardiac health, nutrition, stress management and other topics.

"The rehab team was terrific," said David, who is back to working, exercising on his own and "horsing around with my grandkids" whenever he has the chance. "I don't think I would have survived without the skilled and compassionate people at Greenwich Hospital."

*Not one to sit still, David Thompson takes a stroll with his wife, Patricia, while visiting his family in New Canaan, and later enjoys a swim with granddaughter Ella.*



# Consolidated Balance Sheets

Year ended September 30  
**2013**      **2012**  
*(In thousands)*

## ASSETS

### Current assets:

Cash and cash equivalents	\$29,569	\$14,053
Short-term investments	36,063	33,533
Accounts receivable for services to patients, less allowance for uncollectible accounts, charity and free care of approximately \$19,616,690 in fiscal 2013 and \$19,914,000 in fiscal 2012	37,281	39,760
Other receivables	4,935	4,382
Professional liabilities insurance recoverable receivable – current portion	6,570	2,173
Other current assets	10,094	8,985
<b>Total current assets</b>	<b>124,512</b>	<b>102,886</b>

### Assets limited as to use

**90,376**      **89,433**

### Long-term investments

**59,347**      **53,112**

### Other assets

**15,784**      **16,072**

### Professional liabilities insurance recoverable receivable – non-current

**13,962**      **8,751**

### Property, plant and equipment:

Land and land improvements	23,477	23,477
Buildings and fixtures	283,763	278,219
Equipment	166,450	161,191
	<b>473,690</b>	<b>462,887</b>
Less accumulated depreciation	(212,355)	(194,746)
	<b>261,335</b>	<b>268,141</b>
Construction in progress	153	1,354
	<b>261,488</b>	<b>269,495</b>

### Total assets

**\$565,469**      **\$539,749**

## LIABILITIES AND NET ASSETS

### Current liabilities:

Accounts payable	\$6,083	\$6,304
Accrued expenses	23,964	23,632
Current portion of long-term debt	2,505	2,430
Professional liabilities – current portion	6,570	2,173
Other current liabilities	14,047	21,044
<b>Total current liabilities</b>	<b>53,169</b>	<b>55,583</b>

### Long-term debt, net of current portion

**37,710**      **40,215**

### Accrued pension and postretirement benefit obligations

**23,880**      **54,164**

### Interest rate swap

**4,166**      **6,417**

### Other long-term liabilities

**15,896**      **16,291**

### Professional liabilities

**19,717**      **14,202**

### Total liabilities

**\$154,538**      **\$186,872**

## COMMITMENTS AND CONTINGENCIES

### Net assets:

Unrestricted	351,359	299,329
Temporarily restricted	36,543	29,999
Permanently restricted	22,236	21,789
<b>Total Greenwich Healthcare Services, Inc. net assets</b>	<b>410,138</b>	<b>351,117</b>
Non-controlling interest in Orthopedic & Neurosurgery Center of Greenwich LLC	793	1,760
<b>Total net assets including non-controlling interest</b>	<b>410,931</b>	<b>352,877</b>
<b>Total liabilities and net assets</b>	<b>\$565,469</b>	<b>\$539,749</b>

Year ended September 30  
**2013**      **2012**  
*(In thousands)*

**CONSOLIDATED STATEMENTS OF OPERATIONS**

**Operating revenue**

Net patient service revenue	\$343,529	\$327,382
Less: Provision for bad debts	(14,733)	(14,027)
Net patient service revenue, less provision for bad debts	328,796	313,355
Other revenue	13,960	13,249
<b>Total operating revenue</b>	<b>\$342,756</b>	<b>\$326,604</b>

**Operating expenses**

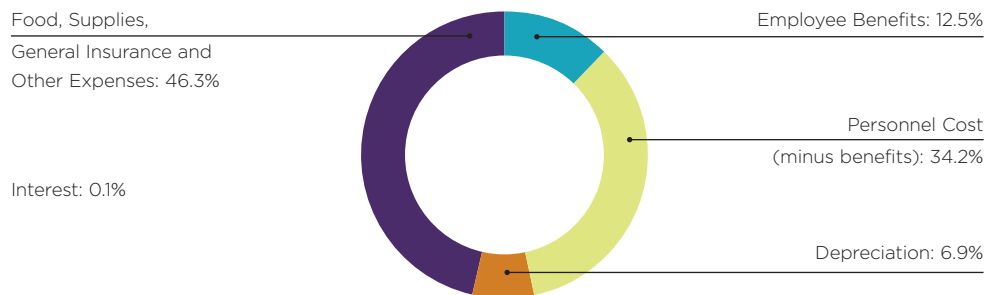
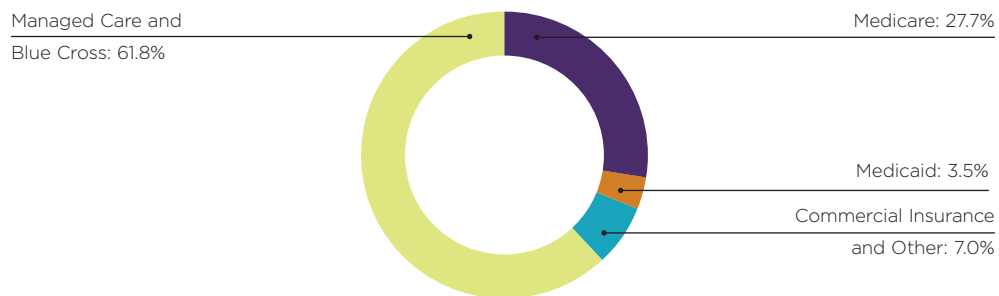
Salaries and benefits	152,763	152,672
Supplies and other	151,278	140,367
Depreciation	22,533	20,506
Interest	476	364
<b>Total operating expenses</b>	<b>327,050</b>	<b>313,909</b>

**Income from operations**

**\$15,706**      **\$12,695**

**Nonoperating losses and gains:**

Change in fair value of swap, including counterparty payments	1,011	(1,713)
Change in unrealized gains and losses on investments	5,019	7,889
Other nonoperating gains and losses, net	89	(2,123)
<b>Excess of revenue over expenses, before non-controlling interest</b>	<b>21,825</b>	<b>16,748</b>
Less: Income attributable to non-controlling interest	(2,849)	(6,671)
<b>Excess of revenue over expenses</b>	<b>\$18,976</b>	<b>\$10,077</b>





## Statistical Review

Patient beds	174
Bassinets	32
Average census	142.4
Patient days of care	51,964
Average length of stay (days)	4.2
Discharges	12,439
Newborns	2,204
Recovery Center discharges	122
Emergency Medicine visits	43,248
Outpatient Medical Clinic visits	14,959
Operating Room procedures (total)	6,829
Ambulatory procedures (total)	12,282
Surgical procedures	5,883
Medical procedures	6,399
Cancer Center visits	36,903
Diagnostic services (EEG, EKG, EMG, Cardiac Lab, Cardiac Catheterization)	30,263
Cardiac Rehabilitation visits	6,458
Hearing, Speech & Language Center visits	2,442
Laboratory procedures	1,466,826
Pharmacy orders filled (inpatient & outpatient)	518,653
Physical Medicine & Rehabilitation treatments	38,909
Psychiatric Treatment Center visits	7,720
Radiologic procedures	141,299

## Greenwich Hospital Family

Trustees (including ex officio)	24
Active Medical Staff	377
Affiliate Staff	180
Outpatient Dental Staff	17
House Staff (residents)	24
Employees	1,783
Volunteers	692
Volunteer hours	59,055

# Our Credentials

*A major affiliate of Yale School of Medicine, Greenwich Hospital is a teaching institution with an Internal Medicine residency.*

*All medical specialties are represented.*

*Greenwich Hospital is accredited by The Joint Commission and is licensed by the State of Connecticut to accommodate 206 beds including bassinets.*

## **A SUBSIDIARY OF:**

Greenwich Health Care Services, Inc., the hospital is a not-for-profit institution governed by a voluntary Board of Trustees.

## **AFFILIATED WITH:**

Yale School of Medicine and Graduate School of Nursing

College of New Rochelle, School of Nursing

Columbia University, School of Social Work

Columbia University, Physical Therapy Program

Columbia University, Nutrition Program

Fairfield University, School of Nursing and Graduate School of Education

Norwalk Community College

Norwalk Hospital Respiratory School

Pace University

Westchester Community College, Nursing Program

Westchester Community College, Respiratory Therapy Program

Quinnipiac University, School of Health Sciences, Physical Therapy Program

Quinnipiac University, School of Health Sciences, Pathology Assistant Program

University of Connecticut, School of Nursing

University of Connecticut, School of Pharmacy

University of Connecticut, College of Agriculture and Natural Resources

University of Connecticut, Physical Therapy Program

University of Connecticut, Department of Allied Health Sciences

Northeastern University, Bouvé College of Health Sciences

University of Vermont, School of Allied Health Sciences

Sacred Heart University, Occupational and Physical Therapy Programs

Sacred Heart University, Nursing Program

Springfield College, Physical Therapy Program

St. John's University, College of Pharmacy

New York Medical College, Physical Therapy and Speech/Language Pathology Programs

University of Massachusetts-Lowell, Physical Therapy

Mercy College, Occupational Therapy and Physical Therapy Programs

Ithaca College, Physical Therapy

Northeastern University, Physical Therapy

University of Rhode Island, Physical Therapy

University of Hartford, Physical Therapy Program

Boston University, Sargent College of Allied Health

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## MISSION

Yale New Haven Health is committed to innovation and excellence in patient care, teaching, research and service to our communities.

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PATIENT-CENTERED  
RESPECT  
ACCOUNTABILITY  
COMPASSION

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Putting patients and families first  
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