

## 2014 Annual Report



*Enhancing the lives of those we serve*



**GREENWICH  
HOSPITAL**  
YALE NEW HAVEN HEALTH

YNHHS ENHANCES THE LIVES OF THOSE WE SERVE BY PROVIDING ACCESS TO INTEGRATED, HIGH-VALUE, PATIENT-CENTERED CARE IN COLLABORATION WITH OTHERS WHO SHARE OUR VALUES. THE VISION IS ASPIRATIONAL, REFLECTING THE IMPERATIVE THAT PATIENT CARE MUST PROVIDE THE VALUE — HIGH QUALITY, PATIENT-CENTERED, COST-CONSCIOUS — THAT PATIENTS AND PAYERS EXPECT. IT ALSO ACKNOWLEDGES THE NEED TO CAREFULLY CHOOSE PARTNERS TO ACHIEVE OUR GOALS. YNHHS IS COMMITTED TO INNOVATION AND EXCELLENCE IN PATIENT CARE, TEACHING, RESEARCH AND SERVICE TO OUR COMMUNITIES. THE MISSION REFLECTS THE PURPOSE AND THE UNDERLYING COMMITMENTS THAT HAVE BEEN A HALLMARK OF YNHHS AND YNHHS. WE ARE DEDICATED TO EXCELLENCE IN PATIENT CARE. PROVIDING COMPREHENSIVE, INDIVIDUALIZED CARE TO EVERY PATIENT WHO WALKS THROUGH OUR DOORS. WE ARE COLLABORATIVE. TAKING A MULTIDISCIPLINARY APPROACH AND ENCOURAGING COMMUNICATION, COORDINATION, AND COOPERATION BETWEEN ALL ADMINISTRATORS, PHYSICIANS, SURGEONS, NURSES AND HEALTHCARE PROFESSIONALS AFFILIATED WITH OUR HOSPITAL. WE ARE RESPECTFUL. TREATING ALL OF OUR PATIENTS WITH COURTESY, COMPASSION AND RESPECT, WITH AN UNWAVERING COMMITMENT TO HONOR THEIR PRIVACY AND RELIGIOUS BELIEFS. WE ARE COMPASSIONATE. OFFERING QUALITY, PATIENT- AND FAMILY-CENTERED CARE IN A COMFORTABLE, PROFESSIONAL ENVIRONMENT DESIGNED SPECIFICALLY TO FACILITATE HEALING. WE ARE EDUCATORS. SERVING AS THE PRIMARY TEACHING HOSPITAL FOR YALE SCHOOL OF MEDICINE, WE ATTRACT THE BRIGHTEST YOUNG MINDS IN MEDICINE AND EDUCATE THEM FOR MEDICAL LEADERSHIP IN CLINICAL PRACTICE, TEACHING AND RESEARCH. WE ARE A PLACE TO GROW. PROVIDING TRAINING OPPORTUNITIES FOR NURSES AND OTHER HEALTH PROFESSIONALS, IN AFFILIATION WITH YALE SCHOOL OF NURSING AND OTHER UNIVERSITIES, COLLEGES AND TECHNICAL SCHOOLS. WE ARE EXPLORERS. PROVIDING SUPPORT AND A SETTING FOR THE ONGOING CLINICAL RESEARCH THAT LEADS TO MAJOR MEDICAL ADVANCES AND BREAKTHROUGHS. WE ARE INNOVATORS. ADVANCING MEDICINE BY DEVELOPING, TESTING AND INTRODUCING LEADING-EDGE TECHNOLOGIES, TECHNIQUES AND TREATMENTS TO THE GLOBAL MEDICAL COMMUNITY. WE ARE PIONEERS. FOSTERING THE TRANSLATION OF DISEASE-RELATED DISCOVERIES FROM THE LABORATORY TO THE TREATMENT ROOM. WE ARE ADVOCATES. PROVIDING PUBLIC HEALTH EDUCATION AND SUPPORT SERVICES THAT SPECIFICALLY ADDRESS THE HEALTHCARE NEEDS OF RESIDENTS OF THE G CARING FOR THE MC THE STATE. WE ARE GR VOLUNTEERS TO PAI EVENTS THAT BENEFIT PEOPLE IN NEW HAVEN AND SURROUNDING AREAS.

ON THE COVER

*After a hip replacement at Greenwich Hospital, Jeff Wright was able to pitch in the West Point alumni baseball game last fall.*

WE ARE ACCESSIBLE. INSURED PATIENTS IN GING EMPLOYEES AND 3LE PROGRAMS AND

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## Enhancing the lives of those we serve

Greenwich Hospital touched the lives of thousands of Connecticut and New York residents who trusted us with their care in 2014.

We expanded our medical staff, added advanced technology, implemented best medical and nursing practices and bolstered our commitment to service excellence and community outreach. In addition, we identified ways to provide high-quality patient care in a safe and compassionate setting while simultaneously containing costs.

These are among the many ways Greenwich Hospital enhanced the lives of its patients, including those you'll meet in this report. Cathleen Zenenberg, a throat cancer survivor, found the expertise she needed close to home at Smilow Cancer Hospital's Greenwich Hospital campus. Jacki and Justin Blaber are now home with their healthy son, who spent seven weeks under the care of our neonatologists. Jeff Wright pitched a game at his West Point reunion after getting a new hip at our Center for Joint Replacement.

All of these accomplishments were made possible thanks to the dedication of thousands of doctors, nurses, employees, trustees, volunteers and community donors. Their passion to serve patients, families and guests with dignity and respect is the driving force behind Greenwich Hospital's growth and success today and in years to come.



David D. Evans, MD  
Chief of Staff



Frank A. Corvino  
President &  
Chief Executive Officer



Daniel L. Mosley  
Chairman  
Board of Trustees





## 2014 Year in Review

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*As the region's healthcare provider of choice, Greenwich Hospital marshaled resources from all corners of the community to bring high-quality, cost-effective care to thousands of Connecticut and New York residents.*

**YALE NEW HAVEN HEALTH SYSTEM** Through its affiliation with Yale New Haven Health System (YNHHS), Greenwich Hospital enhanced its clinical programs, adopted best medical and nursing practices and identified efficiencies to strengthen its fiscal performance. Patients at Greenwich Hospital now have on-site access 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.

Greenwich Hospital joined the Diversity and Inclusion Council, a system initiative to foster an inclusive workplace environment that values all employees, patients and guests. Greenwich staff also served on the YNHHS Patient Identity Team to ensure that each patient has a single electronic medical record with accurate information.

**HEALTHCARE PROVIDER OF CHOICE** Thousands of area residents sought care at Greenwich Hospital as the region's healthcare provider of choice. Inpatient discharges reached 12,538, while outpatient encounters totaled 289,860. The Emergency Department handled 41,386 visits from Connecticut and New York residents. New York residents accounted for 51 percent of Greenwich Hospital inpatients.

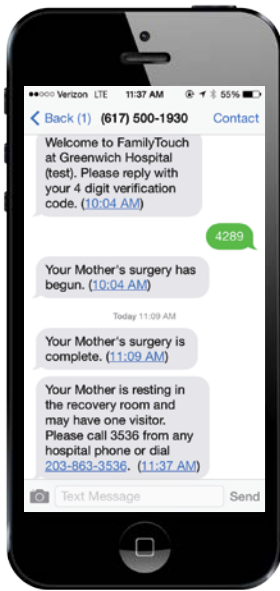
**SAFEST HOSPITAL INITIATIVE** Now in its sixth year, the Safest Hospital Initiative brought Greenwich Hospital's 30-member safety committee together to integrate safety into all aspects of care. Weekly committee meetings were instituted to quickly address issues.

Greenwich Hospital joined YNHHS in participating in a statewide initiative to become a "level 3 high reliability organization." Its purpose is to build a culture of safety to eliminate preventable errors that can harm patients and staff. All employees and volunteers, as well as medical staff, receive training.

To create a safer environment around the time of surgery, the hospital began screening surgical patients for obstructive sleep apnea. In addition, Mobilab, a wireless device that prints specimen labels at the bedside, was implemented to guarantee accurate patient identification.

Now in its second year, a successful video monitoring program in rooms of patients at high risk of falling continued to draw national attention. Daily safety huddles with key hospital staff continued, while the "Good Catch" program recognized employees for finding and preventing errors.





## PATIENT SATISFACTION & SERVICE EXCELLENCE

Greenwich Hospital maintained the top score for “overall rating” of all acute care, full-service hospitals in Connecticut, New York and New Jersey, as measured by the Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS). The hospital also earned the Press Ganey

Guardian of Excellence Award for Ambulatory Surgery for maintaining superior patient satisfaction scores.

To improve the patient experience, Greenwich became the only hospital in the Northeast to offer “FamilyTouch,” a communications service allowing ambulatory surgery patients to keep loved ones updated on their status via secure, one-way text messages.

Hospital staff participated in the nation’s only patient advocacy certificate program to raise the level of service provided to patients.

## QUALITY & PERFORMANCE ACHIEVEMENTS

The Joint Commission awarded the hospital a three-year accreditation and recertified its spine, hip and joint replacement programs. Greenwich Hospital received four 2014 Women’s Choice Awards, including America’s 100 Best Hospitals for Patient Experience, America’s Best Hospitals for cancer care and obstetrics and America’s Best Breast Centers.

“Enhancing Fall Prevention through Video Surveillance” was a winning abstract at the YNHHS Joseph A. Zaccagnino Patient Safety and Clinical Quality Conference. An initiative to ease the patient experience for those having gastrointestinal procedures was honored at the YNHHS Service Excellence Conference. The hospital’s website earned an eHealthcare Silver Award for “best site design.”

**HUMAN RESOURCES** Greenwich Hospital continued to draw on and retain exceptional healthcare providers and employees. Recognition programs honored 144 employees for outstanding service excellence in 2014, while 248 employees received awards for their years of service. President and CEO Frank A. Corvino hosted luncheons and town meetings to encourage open discussions about the hospital.

The hospital’s focus on wellness continued with many employees taking part in Know Your Numbers Plus, a program to raise health awareness. The livingwellCARES program, initially focused on helping employees manage

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*Focus on wellness continued with many employees taking part in Know Your Numbers Plus, a program to raise health awareness.*

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diabetes, was expanded to include asthma, high blood pressure, congestive heart failure and other chronic conditions – these efforts improve employee health and reduce medical costs.

**MEDICAL STAFF** Joining the medical staff were 63 new physicians representing 27 different specialties, with 32 percent practicing in Westchester County. The fifth annual Medical Staff Recognition Brunch honored 20 individuals who have been with Greenwich Hospital between 15 and 25 years. Also recognized for past service were 16 members of the outpatient dental department. Greenwich Hospital continued to support the YNHHS initiative to offer doctors employment opportunities through Northeast Medical Group (NEMG). The hospital welcomed PriMed, a large physician practice based mostly in Fairfield County, to NEMG.

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## Clinical Initiatives and New Programs

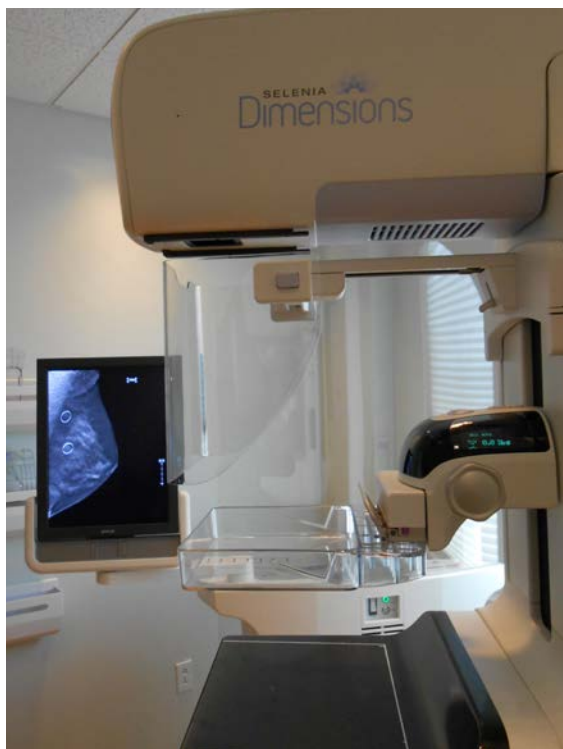
**ADDICTION RECOVERY CENTER** Greenwich Hospital's Addiction Recovery Center began offering the only comprehensive outpatient treatment program using Suboxone to treat opiate addiction.

**BARIATRIC SERVICES** The bariatric surgery program expanded to include four surgeons who perform a range of surgical procedures for weight loss.

**CANCER CARE SERVICES** Smilow Cancer Hospital's Greenwich Hospital campus converted all of its mammography equipment to three-dimensional (3-D) units that offer improved cancer detection.

A nationally recognized neuro-oncologist from Yale Cancer Center joined the Greenwich cancer team. The hospital also added an oncology nurse navigator to assist patients and families, an outpatient oncology dietitian and an oncology quality and safety coordinator.

As part of an effort to develop the next generation of oncology nurses, two Boston College nursing students graduated from the new Susan D. Flynn Oncology Nursing Fellowship, piloted at Greenwich Hospital.



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*The Hugs baby security system was expanded to ensure the highest patient safety possible.*

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**MATERNITY SERVICES** Greenwich Hospital welcomed a record 2,519 newborns into the world in its redesigned maternity department, which includes a nursery, a level 3 neonatal intensive care unit, labor and delivery area, and accommodations for additional patients. The Hugs baby security system was expanded to ensure the highest patient safety possible. Four New York obstetricians joined the medical staff, strengthening Greenwich's reputation as the region's destination hospital for prospective parents.

**SURGICAL SERVICES** The hospital launched a surgical physician assistant initiative to provide round-the-clock support to surgeons before, during and after a patient's procedure.

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## Community Outreach and Patient Support Services

### COMMUNITY HEALTH AT GREENWICH

**HOSPITAL** As Greenwich Hospital's community outreach department, Community Health at Greenwich Hospital and Community Health of Fairchester offered hundreds of health fairs, support groups, health screenings, wellness programs and educational workshops in Fairfield and Westchester counties. The Community Advisory Committee met quarterly to monitor implementation of a three-year community health improvement plan.



### COMMUNITY HEALTH IMPROVEMENT

**PARTNERSHIP** Representatives from community service organizations and hospital leaders met monthly to identify needs and implement health promotion programs. Seventy-five families took advantage of health screenings and education programs conducted in English, Spanish and Portuguese at the "Access to Care Fair" at Byram Archibald Community Center. Other events included a depression screening day and substance abuse programs on the dangers of drinking and marijuana use among youth.

### CANCER AWARENESS AND SUPPORT SERVICES

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

The hospital partnered with radio sports personality Ed Randall's "Fans for the Cure" program to offer a free education and prostate cancer screening event that drew 64 men. Free mammograms were administered to 179 uninsured women through a collaborative effort with the Breast Cancer Alliance. Ten cancer survivors participated in a three-week wellness program to enhance physical and emotional health.

The "I Can Cope" series, a free educational program offered with the American Cancer Society, had 61 participants. Cancer patients also took part in programs such as Look Good ... Feel Better, Spa Night and Eyebrow Clinic and various support groups.

Greenwich Hospital partnered with Greenwich and Westchester County schools, the Greenwich Department of Health, American Cancer Society, Gilda's Club and the Breast Cancer Alliance to sponsor events such as Greenwich Thinks Pink and Making Strides Against Breast Cancer. The hospital was a major sponsor of Greenwich's Relay for Life, an American Cancer Society event that drew more than 1,200 people. A "survivorship celebration" hosted by the hospital welcomed 110 cancer survivors and their families.

**HEALTH EDUCATION PROGRAMS** School-based health education programs on smoking prevention, hand hygiene, drug and alcohol abuse, safety, positive youth development, injury prevention and disease transmission reached thousands of elementary, middle and high school students in Fairfield and Westchester counties.

Twelve families attended Family Night Out: Families Spending Meaningful Time Together, a three-month program that promotes healthy lifestyles, sponsored with the Carver Center in Port Chester and the Boys & Girls Club in Greenwich.

Ten middle school students attended Kids Cooking in the Kitchen, a three-week program that promotes nutrition and exercise, sponsored with the Boys & Girls Club in Greenwich. Four-week healthcare career programs held at Greenwich and Port Chester high schools served 23 students. Twenty high school students from the Open Door Family Medical Center sites in Port Chester and Ossining, NY, attended a healthcare career day. A wellness day was held in collaboration with the Port Chester school system. Sixteen students attended a six-week Yoga For Teens program at the Port Chester-Rye Brook Library.

“Friday Health Talks” lectures, held in conjunction with the Greenwich YMCA, focused on diabetes, gastrointestinal health, stroke and coronary artery disease.

The Medical Explorers program, sponsored with the Boy Scouts Greenwich chapter, reached middle and high school students.

Greenwich Hospital physicians, nurses, dietitians, physical therapists, social workers and pharmacists shared their expertise during free lectures throughout the region.

#### COMMUNITY EDUCATION AND SUPPORT

**GROUPS** As a community training center for the American Heart Association, Greenwich Hospital provided CPR education to 286 professional and lay rescuers. The 16th annual Teddy Bear Clinic drew 1,300 members of the Fairfield and Westchester community for a family-friendly, interactive learning experience.

The hospital partnered with AARP to bring an educational driving program to 320 participants. The Generations program provided free health and wellness information to people 50 and over.

Support groups offered information and camaraderie to thousands of people interested in Parkinson’s disease, multiple sclerosis, lupus, congestive heart failure, stroke and other conditions.

#### PREVENTION AND WELLNESS PROMOTION

The Nurse Is In program provided 6,596 free blood pressure screenings at community and corporate sites in Connecticut and New York. 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 33 health fairs, reaching an estimated 13,000 area residents.

The Lions Low Vision Center helped 81 people with moderate visual impairment maximize their remaining vision. Through the Venus Clinic, the hospital collaborated with Greenwich Department of Health to offer free pregnancy testing along with diagnosis and treatment of STDs/HIV. Smokers wishing to quit tapped the nationally recognized Smoke Stoppers program.







## Volunteer Services and the Greenwich Hospital Auxiliary

The Greenwich Hospital Auxiliary continued to support the hospital in many ways, including a \$1 million pledge to the Cardiology Department over five years. The gift honors Frank A. Corvino, outgoing president and chief executive officer, for his decades of service and commitment to the work of the Auxiliary. The Auxiliary also completed a \$1 million pledge a year early to the Center for Hyperbaric Medicine and Wound Care Center. Three Greenwich High School seniors received scholarships for pursuing an education in health care. A total of 747 adult and junior volunteers provided more than 54,700 hours of service.

## Greenwich Hospital Foundation

Last year, the Greenwich Hospital Foundation raised more than \$10 million from 3,213 donors through its annual Fund for Greenwich Hospital campaign, ongoing major gift efforts and special events. The gifts included \$2 million from the Carl and Dorothy Bennett Foundation to support the Emergency Department; \$1 million from the Vince and Linda McMahon Foundation for technology at the hospital's Breast Center; and \$500,000 to cover capital needs at the hospital's Sackler Center for Pain Management from the Raymond and Beverly Sackler Fund for the Arts and Sciences in honor of Thomas Pellechi, MD. The

Frank A. Corvino Scholarship for Service Excellence was created to honor his legacy of quality patient services on the occasion of his retirement as president and chief executive officer. Hundreds of area residents attended the Greenwich Hospital 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 the What's Up Doc program for annual fund contributors, and assisted the Women's Health Initiative Advisory Board in sponsoring free lectures.

## Finances

Greenwich Hospital remained fiscally sound, despite challenges posed by an unsettled state economy and 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 \$25.1 million, with a positive bottom line of \$25.7 million. The hospital provided approximately \$3.2 million in community benefit programs and \$17 million in uncompensated care, including charity care, free care and bad debt, at cost. In addition, the Employee Hardship Fund continued to assist those struggling with unexpected financial challenges.

## Looking Forward

As an industry leader, Greenwich Hospital is strategically positioned to strengthen its legacy of service excellence and patient safety by expanding access to cost-effective care without ever compromising quality. As part of Yale New Haven Health System, the hospital stands poised to meet the challenges that lie ahead as healthcare and payment reforms unfold. Greenwich Hospital pledges to remain a responsible steward of resources in its mission to improve the health of the many communities it serves.



## Jeff Wright

*For Jeff Wright, pitching an entire inning during the alumni baseball game at West Point was a dream come true.*

# Baseball outing

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*It was Friday night under the lights and all eyes were on Jeff Wright, 57, as he stepped onto the mound to pitch during the alumni baseball game at West Point.*

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Wright admits he was a tad nervous because he hadn't thrown a baseball from a mound in more than a decade due to chronic hip pain.

Turns out Wright, Class of 1979, didn't need to worry. He pitched an entire inning.

"I couldn't have done it without my new hip," said Wright, who had a hip replacement under the care of Francis Ennis, MD, an orthopedic surgeon at Greenwich Hospital's Center for Joint Replacement. "I felt zero pain in my hip. It felt great."

Wright suffered for years from severe hip pain that kept him awake at night and caused him to walk with a limp. He had his right hip replaced years ago in New York.

But when the time came to replace his left hip, the Trumbull resident said he wanted to find a surgeon and a hospital that combined medical expertise and compassion.

"The human connection was very important to me," said Wright, a broker/owner of RE/MAX Right Choice and a motivational speaker with P3 Coaching.

Wright's search led to the Center for Joint Replacement, which is certified as one of the nation's top programs by the Joint Commission, the country's leading accrediting body in health care. The center's team includes surgeons, nurses, physical therapists and others.

"The Greenwich Hospital experience was by far the best hospital experience I've ever had as a patient or family member," said Wright. "Everyone I encountered was exceptional."

Wright said he "immediately felt comfortable" upon meeting Dr. Ennis, "who was kind and took the time to answer all my questions." He also appreciated attending the hospital's preoperative class that prepared him for his hospital stay and recovery.

Victoria Kroll, RN, the nurse who coordinates the joint replacement program, guides patients before, during and after surgery. "Helping patients and their loved ones understand the process leads to successful outcomes," she said.

Wright's only regret? "I wish I hadn't waited so long to get the new hip!"

# Instant parenthood

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*For Jacki and Justin Blaber of Norwalk, the surprise birth of their son 11 weeks earlier than expected rivals any episode on the television hit “Grey’s Anatomy.”*

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It was a typical workday for Jacki, a surgical nurse at Greenwich Hospital. She had been experiencing abdominal discomfort for a few days, but by lunchtime, the discomfort had turned to pain.

“I was eating lunch and suddenly felt a whole contraction,” she said.

In an instant, Jacki transformed from nurse to patient. She called her obstetrician, Ranjan Dasgupta, MD, who was already at the hospital, and headed straight to the maternity unit.

At first, the maternity team tried stopping the contractions with medication. “I was so upset because I thought they were going to put me on bed rest,” said the 32-year-old. But as the hours progressed and the contractions continued, one thing became clear: The baby would arrive soon.

Stylianos Theofanidis, MD, medical director of the hospital’s level 3 neonatal intensive care unit (NICU), met with the couple to prepare them for the baby’s birth.

“I was in shock,” said Justin, 32. “I like to plan things out and this was definitely not on my radar.” Getting a tour of the NICU before the birth was “incredibly eye-opening,” he added. “I didn’t realize they could do so much to keep premature babies healthy.”

That evening, little Brody was born, weighing 3 pounds, 4 ounces. But as the NICU tended to the baby, the rest of the team focused on Jacki, who needed emergency surgery to remove the placenta. “Sometimes I have a hard time believing this all happened to us,” said Jacki.

Brody spent 51 days in the NICU under the skillful and compassionate care of neonatologists and neonatal nurses who became like a second family to the Blabers. “They were so sweet and caring,” Jacki said. “They were always upbeat and positive.”

Today, Brody is a healthy and happy baby who is gaining about an ounce a day.

“I’m so glad we delivered at Greenwich Hospital,” said Justin. “The care was phenomenal.”





### Jacki and Justin Blaber

*Watching little Brody grow stronger every day has become a favorite pastime for Jacki and Justin Blaber.*

## Cathleen and Hal Zenberg

*Although Cathleen and Hal Zenberg live in Florida now, the couple heads north every year to visit loved ones.*



# Sweet homecomings

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*Homecomings are sweet for Cathleen Zenenberg, 72, who once worried that neck cancer would prevent her from enjoying her children and grandchildren for years to come.*

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The former Rye Brook, NY, resident now lives in Florida. But the cancer survivor now heads north each year for two important reasons – to visit her family and check in with the team at Smilow Cancer Hospital’s Greenwich Hospital campus.

“They gave me my life back,” said Cathy of the oncologists, nurses, technicians and many others she saw daily during six weeks of radiation treatment. “They’re amazing.”

It’s been a long journey for Cathy, who two years ago noticed a lump on her throat. The tumor was eventually diagnosed as squamous cell carcinoma, most likely originating from a lip cancer she had ten years earlier. She underwent neck surgery in New York to remove the tumor and turned to Greenwich Hospital for further treatment.

Cathy underwent external beam radiation therapy that “precisely targets cancer cells while sparing the jawbone to avoid complications associated with treatment,” said Ashwatha Narayana, MD, a radiation oncologist who has been tracking Cathy’s follow-up visits.

“The advantage of being close to home during treatment was huge,” said Cathy, who was impressed with the expertise and compassion of the Greenwich team. Having the constant support of her husband, Hal, was instrumental, as well.

In addition to screening, diagnostic and treatment services, Greenwich offers an array of support groups, counseling, education seminars and survivorship programs. Two oncology nurse navigators assist patients and their families throughout the process.

“Patients appreciate having access to exceptional medical care and support services that focus on improving quality of life,” said Dr. Narayana. “At Greenwich, we always go beyond what’s expected.”

For Cathy, the camaraderie with staff was crucial to her recovery. “They were always there for me, and that meant I didn’t have to dwell on what was happening,” she said.

These days, Cathy focuses on the good things in life, such as her children and grandchildren, golf outings and card games with family and friends. “I feel terrific,” she said.



# Consolidated Balance Sheets

Year ended September 30

**2014**      **2013**

(In thousands)

**ASSETS****Current assets:**

Cash and cash equivalents	\$47,945	\$29,569
Short-term investments	31,934	36,063
Accounts receivable for services to patients, less allowance for uncollectible accounts, charity and free care of approximately \$50,167,000 in fiscal 2014 and \$42,081,000 in fiscal 2013	40,615	37,281
Other receivables	9,290	4,935
Professional liabilities insurance recoverable receivable — current portion	8,030	6,570
Other current assets	9,499	10,094

<b>Total current assets</b>	<b>147,313</b>	<b>124,512</b>
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<b>Assets limited as to use</b>	<b>103,615</b>	<b>90,376</b>
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<b>Long-term investments</b>	<b>64,943</b>	<b>59,347</b>
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<b>Other assets</b>	<b>15,747</b>	<b>15,784</b>
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<b>Professional liabilities insurance recoverable receivable — non-current</b>	<b>17,916</b>	<b>13,962</b>
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**Property, plant and equipment:**

Land and land improvements	25,654	23,477
Buildings and fixtures	285,589	283,763
Equipment	175,697	166,450
	<b>486,940</b>	<b>473,690</b>
Less accumulated depreciation	(232,025)	(212,355)

	<b>254,915</b>	<b>261,335</b>
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Construction in progress	601	153
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<b>Total assets</b>	<b>\$605,050</b>	<b>\$565,469</b>
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**LIABILITIES AND NET ASSETS****Current liabilities:**

Accounts payable	\$8,592	\$6,083
Accrued expenses	25,294	23,964
Current portion of long-term debt	2,605	2,505
Professional liabilities — current portion	8,030	6,570
Other current liabilities	14,757	14,047

<b>Total current liabilities</b>	<b>59,278</b>	<b>53,169</b>
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<b>Long-term debt, net of current portion</b>	<b>35,105</b>	<b>37,710</b>
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<b>Accrued pension and postretirement benefit obligations</b>	<b>31,684</b>	<b>23,880</b>
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<b>Interest rate swap</b>	<b>3,817</b>	<b>4,166</b>
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<b>Other long-term liabilities</b>	<b>14,479</b>	<b>15,896</b>
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<b>Professional liabilities</b>	<b>24,769</b>	<b>19,717</b>
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<b>Total liabilities</b>	<b>169,132</b>	<b>154,538</b>
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**COMMITMENTS AND CONTINGENCIES****Net assets:**

Unrestricted	367,460	351,359
Temporarily restricted	44,115	36,543
Permanently restricted	23,207	22,236

<b>Total Greenwich Healthcare Services, Inc. net assets</b>	<b>434,782</b>	<b>410,138</b>
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Non-controlling interest in Orthopedic & Neurosurgery Center of Greenwich, LLC	1,136	793
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<b>Total net assets including non-controlling interest</b>	<b>435,918</b>	<b>410,931</b>
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<b>Total liabilities and net assets</b>	<b>\$605,050</b>	<b>\$565,469</b>
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Year ended September 30  
**2014**      **2013**  
(In thousands)

## CONSOLIDATED STATEMENTS OF OPERATIONS

### Operating revenue

Net patient service revenue	\$374,260	\$347,095
Less: Provision for bad debts	(25,252)	(18,299)
Net patient service revenue, less provision for bad debts	349,008	328,796
Other revenue	12,533	13,960
<b>Total operating revenue</b>	<b>361,541</b>	<b>342,756</b>

### Operating expenses

Salaries and benefits	150,739	152,763
Supplies and other	159,101	151,278
Depreciation	26,218	22,533
Interest	349	476
<b>Total operating expenses</b>	<b>336,407</b>	<b>327,050</b>

### Income from operations

**25,134**      **15,706**

### Non-operating losses and gains:

Change in fair value of swap, including counterparty payments	(847)	1,011
Change in unrealized gains and losses on investments	6,345	5,019
Other non-operating gains and losses, net	(1,364)	89

### Excess of revenue over expenses, before non-controlling interest

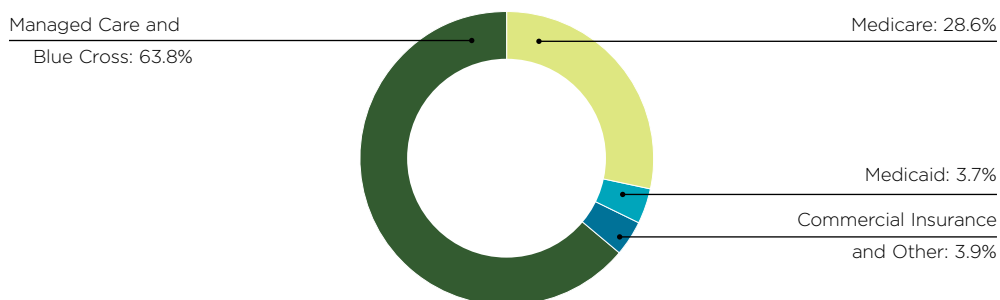
**29,268**      **21,825**

Less: Income attributable to non-controlling interest

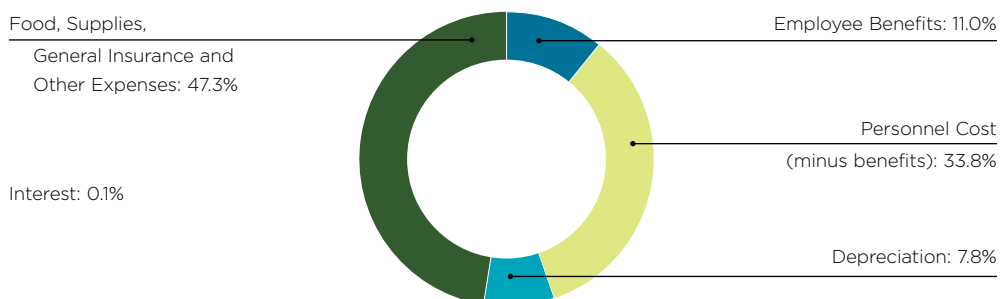
(3,600)      (2,849)

### Excess of revenue over expenses

**\$25,668**      **\$18,976**



## REVENUE 2014



## EXPENSES 2014



## Statistical Review

Patient beds	174
Bassinets	32
Average census	145.9
Patient days of care	53,271
Average length of stay (days)	4.2
Discharges	12,546
Newborns	2,519
Recovery Center discharges	86
Emergency Medicine visits	41,386
Outpatient Medical Clinic visits	14,426
Operating Room procedures (total)	6,632
Ambulatory procedures (total)	11,719
Surgical procedures	5,792
Medical procedures	5,927
Cancer Center visits	38,527
Diagnostic services	
(EEG, EKG, EMG, Cardiac Lab, Cardiac Catheterization)	32,007
Cardiac Rehabilitation visits	6,092
Hearing, Speech & Language Center visits	2,459
Laboratory procedures	1,432,771
Pharmacy orders filled (inpatient & outpatient)	524,257
Physical Medicine & Rehabilitation treatments	38,213
Psychiatric Treatment Center visits	7,301
Radiologic procedures	144,268

## Greenwich Hospital Family

Trustees (including emeritus)	29
Active Medical Staff	405
Adjunct Medical Staff	1
Affiliate Medical Staff	190
House Staff (residents)	24
Employees	1,827
Volunteers	747
Volunteer Hours	54,728

# Our Credentials

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*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.*

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

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Columbia University, Physical Therapy Program  
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Norwalk Community College  
Norwalk Hospital Respiratory School  
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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

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University of Rhode Island, Physical Therapy

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American College of Radiology in Diagnostic Radiology and Radiation Therapy

American College of Surgeons, Commission on Cancer

American College of Surgeons, Bariatric Surgery Center Network

State of Connecticut, Department of Public Health designation as a Primary Stroke Center

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American Society of Health System Pharmacists

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National League for Nursing

American Academy of Sleep Medicine

The Joint Commission

Primary Stroke Center, Advanced Certificate by The Joint Commission

Centers for Medicare and Medicaid Services, Clinical Laboratory Improvement Amendments

American College of Surgeons, National Accreditation Program for Breast Centers

American College of Surgeons, Commission on Cancer with Commendation

Hip and knee replacement, Certification by The Joint Commission

Spinal fusion, Certification by The Joint Commission

American College of Surgeons Bariatric Center Network

American Association of Cardiovascular and Pulmonary Rehabilitation

American Diabetes Association, Education Recognized Programs

Survivorship Training and Rehabilitation (STAR), Certification for Cancer Rehabilitation

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The donors listed in this annual report provided generous support through outright contributions of cash, securities, gifts in kind, or

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*Thank you for your continued support!*

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*Greenwich Hospital extends heartfelt thanks to the members of the Leadership Giving Societies who joined between October 1, 2013, and September 30, 2014. Their generous commitment to the hospital, expressed through their membership in the Chairman's Council, Elizabeth Brownell Society and Thomas J. Watson, Jr., Society, enhances the hospital's capacity to provide safe, interdisciplinary, patient-centered care, state-of-the-art medical services and technology, and prevention and wellness programs for all the communities we serve.*

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*Greenwich Hospital is deeply grateful to all its loyal supporters, whose gifts are enormously appreciated. We acknowledge the following donors for their gifts during the past fiscal year. Although some of these gifts are part of larger, multi-year pledges, the lists below are based on gifts recorded between October 1, 2013, and September 30, 2014.*

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*The Greenwich Hospital Board of Trustees created this endowment to honor Frank A. Corvino, who retired as President and CEO on December 31, 2014, after 26 years of dedication and leadership. The Fund will generate income to provide training and educational opportunities to promising clinical staff on patient care and enhancing the patient experience at Greenwich Hospital. We are deeply grateful to all who contributed for their commitment to the Hospital's mission of providing exceptional patient care.*

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

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<b>Integrity</b>	<i>Doing the right thing</i>
<b>Patient-Centered</b>	<i>Putting patients and families first</i>
<b>Respect</b>	<i>Valuing all people</i>
<b>Accountability</b>	<i>Being responsible and taking action</i>
<b>Compassion</b>	<i>Being empathetic</i>



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