

CONNECTICUT HOSPITALS:
**COMMUNITY
CORNERSTONES**

CONNECTICUT HOSPITAL ASSOCIATION
2007 ANNUAL REPORT

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PRESIDENT'S MESSAGE

This year we celebrate once again the many profound and life-changing contributions that hospitals make in serving local communities across the State of Connecticut. Our communities look to their local hospitals as constants; something they can count on, that will always be there for them, any time, day or night. In so very many ways, hospitals are the cornerstones of their communities. And yet, inside the walls of these steadfast, inspired, and often imposing institutions lie the real source of their strength: the talented and devoted people who provide care and comfort every hour of every day, year in, and year out.

Healthcare professionals often serve as ambassadors to the larger community – not necessarily in any formal sense, but simply as a natural extension of the work they do, and by the fact that hospitals are so much greater than the sum of their parts. Hospitals impact virtually every aspect of our communities, and caregiving extends far beyond the confines of an institution, into areas such as schools, businesses, and other public venues.

Throughout the pages of this annual report are photographs depicting our hospitals in action – providing programs and services both inside their institutions and out in their communities. These snapshots in time capture a vitality, compassion, and dedication that is almost palpable – I am truly inspired as I look at them, and honored to be a part of the vast and dynamic network of caring that is Connecticut's healthcare system. This annual report is dedicated to those healthcare professionals whose abiding commitment to care has made their institutions the cornerstones of their communities.



Jennifer Jackson

*President and CEO
Connecticut Hospital Association*

HOSPITALS' CONTRIBUTIONS TO THEIR COMMUNITIES

FOR AS LONG AS
HOSPITALS HAVE BEEN IN
EXISTENCE, THEIR MISSION
HAS BEEN TO CARE FOR
THE COMMUNITIES
THEY SERVE.

Keeping communities healthy goes far beyond treating injury and illness. Connecticut hospitals provide a multitude of prevention, educational, and diagnostic services out in their local communities. They also provide millions of dollars in charity care each year. Because of their charitable nature, hospitals historically have engaged in these many activities without much fanfare or recognition. Still, hospitals continue to connect with their communities and touch the lives of more and more people every day. In fact, with each passing year hospitals expand their offerings to their communities.

In 2006, Connecticut's not-for-profit hospitals adopted a long-term, statewide system to collect, quantify, and report information on hospital community benefit initiatives. The data and software are centrally housed at CHA, while each hospital can access the system and compile its own report via a secure Web connection. In future years, CHA will be able to report out aggregate information quantifying the time and expertise hospitals pour into their communities via these many programs and services. Our hospitals are engaged in so many worthwhile projects – and the results are truly amazing. We hope that “telling the hospital story” will enhance the visibility and image of Connecticut hospitals among lawmakers, the media, and the general public.



Michael Craig, MD, an orthopedic surgeon, explains how muscles and joints work to a young visitor at Danbury Hospital's Children's Day, an event that drew more than 3,000 people.

HOSPITALS IN ACTION



IMPROVING QUALITY OF LIFE

Hospitals across the state are helping to ensure a stronger, brighter tomorrow for the communities they serve by offering services and programs that strengthen families, foster safety, and improve people's lives.

Roberta Bruni, MD, a neonatologist on the medical staff of Eastern Connecticut Health Network, examines a yawning newborn at the SBM Charitable Foundation Family Birthing Center at Manchester Memorial Hospital.

CARING FOR SOCIAL AND PERSONAL NEEDS

Factors that are non-clinical in nature often have a significant impact on a person's health and well-being. Hospitals, in their role as community cornerstones, embrace the opportunity to address fundamental social and personal needs of the residents they serve, ultimately improving the long-term health and well-being of their communities.



Dietitians from The William W. Backus Hospital take members of the community on a supermarket shopping tour to teach them healthful food choices and label reading.



Leeanne Lachapelle, RN, cares for a patient on Day Kimball Hospital's Medical/Surgical Unit.

WORKING TO ENSURE ACCESS AND COVERAGE

The toll taken on those who lack health insurance is evident to caregivers every day. Hospitals are working hard to break down the barriers to delivering the right care at the right time, and in the right setting. Providing this care regardless of a patient's ability to pay is the mission of all Connecticut's not-for-profit hospitals.



Bridgeport Hospital's Nurse Case Manager Kim Bielecki chats with Medicaid patient, Salvatore Raiti, in their Primary Care Center. Salvatore is a single dad with two children.



Carolyn Levine, RN, shares a moment with uninsured patient, Jarius Trexler. Last year, Saint Francis Hospital and Medical Center delivered \$4,588,461 in charity care services to patients in need of assistance.

PROMOTING HEALTH AND WELL-BEING

Caregivers understand that making healthful choices and engaging in positive behaviors lead to longer, happier, and more productive lives. This message is shared with community residents through a multitude of programs and services offered by Connecticut hospitals.



A Hill Health Center dentist looks for cavities.

*Sigriedo Nunez, RCDS, Echocardiography
Technologist, with a young visitor at Danbury
Hospital's Children's Day event.*



2007 HOSPITAL DAY AT THE CAPITOL

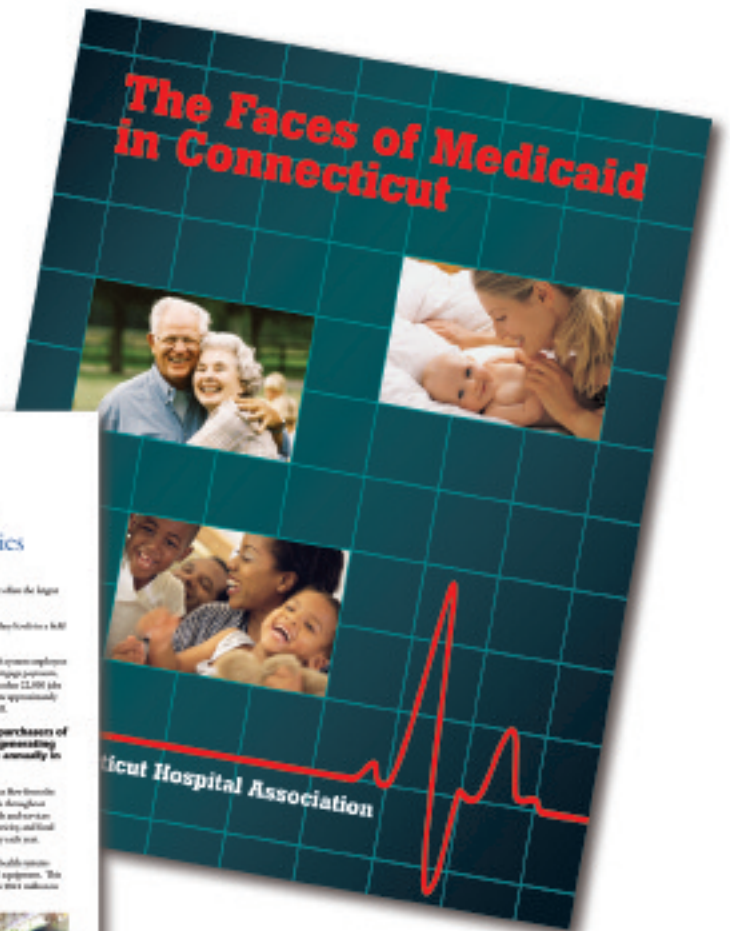


2007 HOSPITAL DAY AT THE CAPITOL PROVIDED AN OPPORTUNITY FOR HOSPITALS TO SHOWCASE THE MANY PROGRAMS AND SERVICES THEY OFFER TO THEIR LOCAL COMMUNITIES.



TELLING THE HOSPITAL STORY

CHA HAS WORKED WITH MEMBER HOSPITALS THROUGHOUT THE YEAR TO HIGHLIGHT ISSUES OF IMPORTANCE TO THEM.





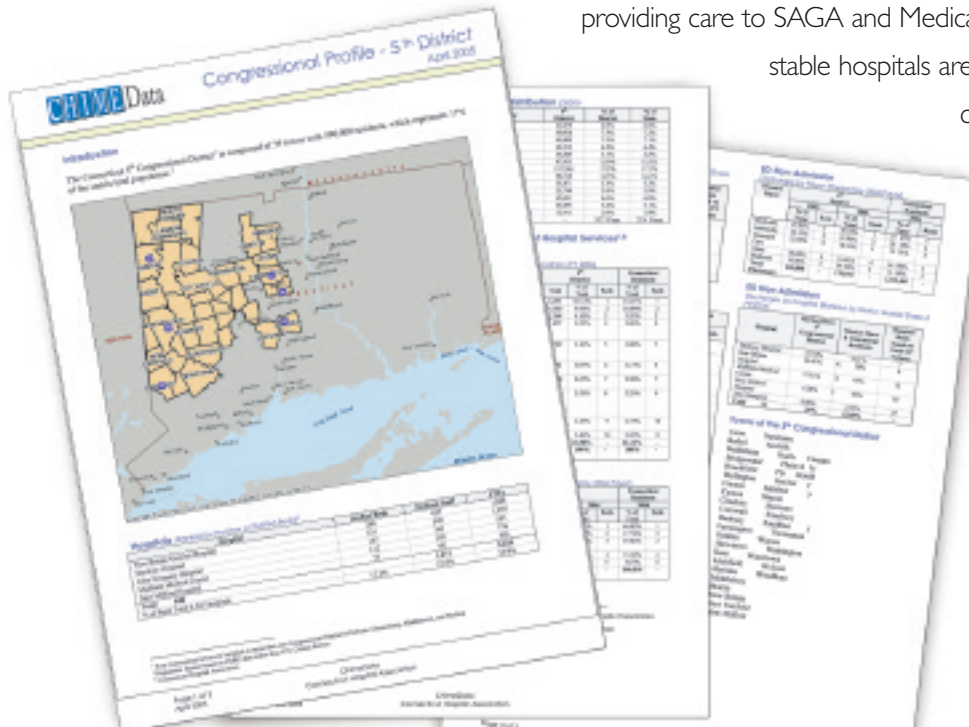
Janis Francalanga, RN, (on left) and Nurse Technician, Miranda Williams, help a patient with physical therapy after joint replacement surgery in The Center for Joint Care at The Hospital of Central Connecticut.

STRENGTHENING THE FOUNDATION

Delivering one consistent, unified message, Connecticut hospitals made some gains this year in securing increased funding for the Medicaid and State-Administered General Assistance (SAGA) programs. For the first time in more than 20 years, elected officials acknowledged the financial fragility of Connecticut's hospitals and took action. Hospital executives participated in many meetings with key lawmakers and the Governor throughout the year and requested full funding for these programs.

CHA assisted hospitals in undertaking a multi-tiered grassroots initiative by providing specialized advocacy materials for mobilizing employees, volunteers, and community leaders. The message imparted to lawmakers was echoed throughout the state: that hospitals need to be reimbursed the full cost of providing care to SAGA and Medicaid patients – and that financially stable hospitals are as important to their

communities as are strong schools and safe streets. As a result of these efforts, lawmakers took an important first step in securing full-cost reimbursement for programs that assist our state's most vulnerable citizens.



This year our efforts benefited from significant media and editorial support, as newspapers around the state weighed in on this issue. In addition, two state-level reports – the first from the Legislative Program Review and Investigations Committee, and the second from the Office of Health Care Access – echoed concerns about the state’s woeful reimbursement policies.

To complement the myriad efforts undertaken by hospitals to convey this message, CHA forged a strong alliance this spring with the business and health insurance communities. Both groups are acutely attuned to the cost-shift and other issues resulting from chronic underfunding of the Medicaid and SAGA programs, and have pledged their support in our efforts. The pursuit of this collaborative endeavor represents a milestone in CHA’s advocacy efforts, and originated in a recommendation from the Committee on Hospital Finance of the CHA Board of Trustees.

DURING THE 2007 LEGISLATIVE
SESSION, CHA REVIEWED
MORE THAN 4,100 BILLS,
CONTINUALLY MONITORED
SOME 350 BILLS, AND TOOK
ACTION ON
78 BILLS.



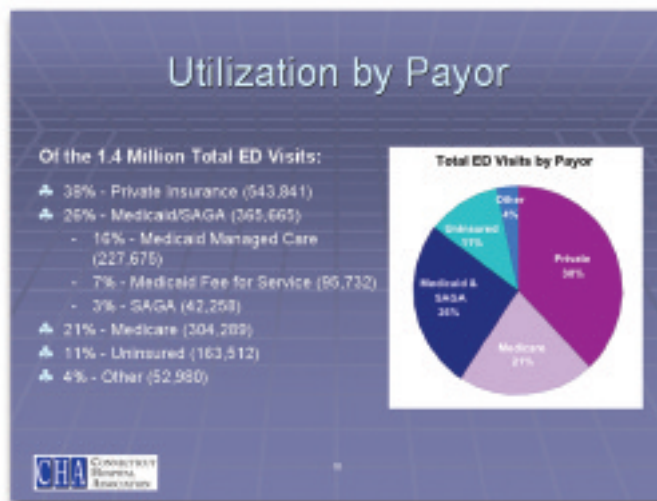
Speaker of the Connecticut House of Representatives, James Amann, and his wife, Terri, an organ recipient, spoke to hospital representatives at CHA about the importance of organ donation. The event, Saving Lives Through Organ & Tissue Donation, provided hospital professionals with tools for developing and maintaining an effective relationship with organ procurement organizations (OPO).

CONNECTICUT'S EMERGENCY DEPARTMENTS (E.D.) SERVE AS OUR STATE'S HEALTHCARE SAFETY NET – PROVIDING ROUND-THE-CLOCK CARE TO EVERYONE, REGARDLESS OF A PATIENT'S ABILITY TO PAY. ACCORDING TO CHIMEDATA, E.D. VISITS INCREASED NEARLY TEN PERCENT BETWEEN 2001 AND 2005.



ChimeData estimates that approximately 30% of total ED visits each year are for non-urgent care – this translates to nearly 1,100 visits per day that are non-urgent in nature. Individuals seeking non-urgent care at EDs are often those who are enrolled in Medicaid or SAGA, or are uninsured. In fact, people on Medicaid are four times more likely – and the uninsured are two times more likely – than the privately insured, to rely on the ED for non-urgent care.

Adding to this mix, ChimeData reports that Medicaid and SAGA patients, while comprising only 12% of the general population, make up 34% of ED patients treated for mental health/substance abuse diagnosis – a rate 6.8 times higher than for privately insured persons.





The Putnam EMS transports a patient to Day Kimball Hospital's Emergency Department. Day Kimball's ED houses 24 beds, including a Prompt Care Area. Recently, the ED converted to the totally electronic EmpowER system.

FULLY ONE-QUARTER
OF CONNECTICUT
RESIDENTS USED AN
E.D. IN 2005, TOTALING
1.4 MILLION VISITS.

An over-reliance on EDs for primary care and mental health and substance abuse issues has contributed heavily to ED overcrowding across the state.

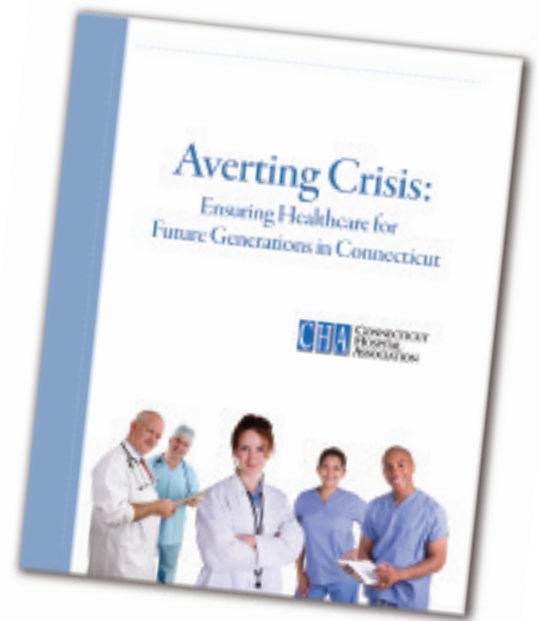
Through various advocacy efforts, including participation in two Town Hall Meetings, CHA has urged lawmakers to provide support for adequate infrastructure and resources to treat and properly place all who present to the ED, and to provide individuals with appropriate treatment alternatives in instances in which medical emergency services are not necessary.



Throughout the 2007 legislative session, CHA has sought funding to expand nurse faculty training programs and to create an online physician and nurse licensure renewal database. In addition to these efforts, CHA is in the process of conducting an assessment for the Office of Workforce Competitiveness (OWC) on clinical placement capacity in hospitals, long-term care facilities, and primary care clinics, to ascertain the availability of “slots” for nursing students pursuing their clinical training component.

Earlier this year, CHA launched a new web-based human resources (HR) metrics data collection system as part of an initiative to collect information on the overall health of hospitals and assist members in benchmarking in a variety of key areas. Administered by ChimeData, the system will be used to collect HR data on a quarterly basis, particularly relative to hospital vacancy rates.

In May, CHA issued a report, *Averting Crisis: Ensuring Healthcare for Future Generations in Connecticut*, which details the extent of the current and projected workforce shortages in Connecticut, and provides recommendations for pursuing public policy solutions. The report also includes contributions from all 29 of Connecticut's not-for-profit hospitals, highlighting some of the efforts they have undertaken to bolster the healthcare workforce.



In February, CHA hosted a forum to kick off Smart Moves: Connecticut's Campaign for Safe Patient Handling. The event drew more than 100 attendees to learn about more ergonomically-appropriate techniques for moving patients.

ENHANCING QUALITY OF CARE




More than 200 attendees participated in the 2007 Patient Safety Summit, co-hosted by CHA and the Connecticut Department of Public Health.



PATIENT SAFETY

As part of its ongoing Patient Safety Literacy Project, the CHREF Patient Safety Organization (PSO) and the Department of Public Health (DPH) have continued to distribute a wallet medication card to help consumers keep better track of their medication administration. The card was well received at the 2007 Hospital Day at the Capitol by legislators, legislative staff, and visiting members of the public. The card can be found on both the CHA and DPH websites.





*On Sept. 12, 2006,
more than 200 people
gathered to celebrate the Nurturing
Families Network Program and mark
the 20th anniversary of the
M.O.M.S. (Mothers Offering
Mothers Support) program at
The Hospital of Central
Connecticut.*



EDUCATION AND PROFESSIONAL DEVELOPMENT

Nationally renowned political columnist and commentator Mark Shields keynoted at CHA's Healthcare Executive Summit, held in January. The event was one of 6 premier educational programs offered by CHA-CHREF (Connecticut Healthcare Research and Education Foundation) in the past year. In addition to these premier programs, CHA-CHREF hosted approximately 100 educational programs (attended by 4500 participants), including teleconferences and webinars, on a wide range of clinical, regulatory, and operational subjects that drew participants from across the state.

ENHANCING CARE THROUGH TECHNOLOGY

ChimeNet – CHA's technology affiliate – continues to build and expand upon innovative technology solutions for its customers. In 2006, ChimeNet partnered with Cisco Systems to debut Cisco's Clinical Connection Suite – a set of healthcare-specific applications designed to enable clinicians to connect easily with the information, people, and equipment they need, when they need it. These partnerships allow ChimeNet to leverage its unique expertise in health information technology and data networking to enable innovative applications and provide secure connectivity to customers, including physicians, clinics, and payors.

HOSPITAL DASHBOARD PROJECT

ChimeData is preparing to unveil the first of a four-module benchmarking system designed to help hospitals view key information in a synthesized way. The first module, which focuses on utilization data, allows hospitals to cross-compare their information with that of other Connecticut hospitals. By Spring 2008, when all four modules are integrated, CHA members will be able to view and manipulate various data sets, in order to understand and analyze relationships between financial performance, quality performance, utilization, and workforce metrics.

CONNECTICUT HOSPITALS: MAJOR CONTRIBUTORS TO THE FINANCIAL HEALTH OF COMMUNITIES –

- Contribute nearly \$11.4 billion annually to the State and local economies – about 5.9% of the Gross State Product.
- Provide 70,000 jobs in our communities, generating approximately \$6.2 billion in local payroll.

2007 CHA AWARDS

CHA is proud to acknowledge the following annual award recipients:

T. STEWART HAMILTON, M.D.
DISTINGUISHED SERVICE AWARD

Richard E. Pugh, recipient of the 2007 T. Stewart Hamilton, M.D. Distinguished Service Award, has long demonstrated an ardent and unwavering dedication to Connecticut's healthcare community and CHA. For 30 years, he served as President and Chief Executive Officer of New Milford Hospital, leading the institution through unprecedented growth and change to become the shining star of its community. Under his astute leadership, New Milford Hospital evolved from a small community hospital to a modern, progressive facility that has consistently attained the highest levels of patient and employee satisfaction and become a leader in a number of clinical specialties.

Among many noteworthy achievements, Mr. Pugh demonstrated tremendous vision when he forged New Milford Hospital's affiliation with New York's Columbia-Presbyterian Medical Center – one of the finest medical systems in the country – in 1995. This relationship catalyzed New Milford Hospital's activity and achievement in the areas of clinical trials, expanded diagnostics, and state-of-the-art surgery.

Mr. Pugh has an extraordinary gift for motivating people, is a strong proponent of teamwork, and understands how to bring out the best in organizations. His steadfast dedication to providing the highest quality patient services was rivaled only by his commitment to family, co-workers, and the larger community.

The Connecticut Hospital Association has been yet another proud beneficiary of Dick Pugh's thoughtful and immeasurable contributions. Over the course of many years, he served in a variety of capacities – both at the committee and Board levels – dedicating his energy and expertise toward improving myriad aspects of care delivery and healthcare public policy. Most notably, Mr. Pugh served as Chairman of the CHA Board of Trustees, as well as Chairman of its Committee on Government. His measured and knowledgeable approach to issues and challenges, as well as his vision and talent for building consensus helped to bring hospitals together to improve patient care across Connecticut.

Healthcare colleagues and community leaders throughout Connecticut hold Richard Pugh in the highest esteem as both an exemplary leader and a person of utmost integrity. He has been an inspiration to many – on both a professional and personal level, and CHA is proud and honored to recognize him as this year's recipient of the T. Stewart Hamilton, M.D. Distinguished Service Award.



Richard E. Pugh

**JOHN D. THOMPSON AWARD FOR
EXCELLENCE
IN THE DELIVERY OF HEALTHCARE
THROUGH THE USE OF DATA**

St.Vincent's Medical Center is the recipient of the 2007 John D.Thompson Award – an award for excellence in the delivery of healthcare through the use of data – for dramatically improving mortality rates through leadership accountability.

As a result of this effort, the hospital successfully reduced raw mortality by more than 52% since Fiscal Year (FY) 2003. This included:

- Reducing ventilator-associated infections by 57% since FY 04.
- Reducing unanticipated cardiac arrests (Code 99s) by 30% both on Med/Surg units and house wide, since January 2005, following the introduction of a Rapid Response Team comprising a critical care RN, a critical care respiratory therapist, and a physician.
- Increasing compliance with Core Measures from 0% in the top decile in 2003 to 80% of measures in the top decile in the month of January 2007.
- Improving Normoglycemia in ICU patients by 100% since 2005.
- Reducing central line infections by 54% since FY 04.

St.Vincent's Medical Center achieved this improvement by redesigning its leadership structure to improve accountability for outcomes. This re-design involved the establishment of service lines for Medicine, Surgery, Critical Care, Maternal Child Service, Neuro/Orthopedics, Oncology, Behavioral Health, and Cardiology.

Through a strategic planning process, the organization aligned key goals, making the senior team accountable for the execution of tactical

activities/projects that also “rolled down” to middle management and front-line staff. Merit increases were tied directly to goal and tactic achievement.

“It is encouraging to see the dramatic improvements that can be achieved through the creation of an operationally effective infrastructure for performance improvement,” said Kerry Eaton, RN, MS, Vice President, Patient Outcomes. “Consistently providing the highest quality of care to our patients is an ongoing endeavor, requiring the cooperation and dedication of everyone on the care team. It’s great to feel like we are on the right road and moving in the right direction.”



*Clockwise from left:
Paul Antonecchia, MD, MBA;
Tricia Burnes, RRT;
Karen Nefores, RN; Kerry Eaton, RN;
Michele Lecardo, RN (center).*

**CONNECTICUT'S HOSPITAL
COMMUNITY SERVICE AWARD**

Bridgeport Hospital is the recipient of the 2007 Connecticut's Hospital Community Service Award, in recognition of its Child FIRST program, which targets high-risk children and their families, to decrease the incidence of development and learning problems, emotional disturbance, abuse, and neglect.

Child FIRST conducts community-based screening and consultation for children with emotional/behavioral and developmental concerns, and for families with multiple challenges (e.g., maternal depression, domestic violence). Children and families are offered comprehensive, home-based assessment, targeted intervention, and a family-driven plan of services and care coordination.

Each year more than 700 children are screened; approximately 100 receive consultation; and between 200 and 250 families receive intensive, home-based services, free of charge. A randomized trial on Child FIRST effectiveness has shown decreased child behavioral problems, reduced cases of parental stress and depression, improved language development, and overall increased access to resources.

2006-2007 CHA BOARD OF TRUSTEES

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Chairman

President and
Chief Executive Officer
Griffin Hospital
Term Expires: 6/08

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Yale-New Haven Hospital
Term Expires: 6/08

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President/CEO
Middlesex Hospital
Term Expires: 6/08

Jennifer Jackson
President and CEO

Connecticut Hospital Association
Term: Ex Officio

Richard A. Brvenik
Treasurer

President & CEO
Windham Community
Memorial Hospital
Term Expires: 6/07

Frank J. Kelly
Secretary

President & CEO
Danbury Hospital
Term Expires: 6/07

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Waterbury Hospital
*Term: Ex Officio – Chairman of
DNS Board of Directors*

Robert J. Trefry
At Large

President/CEO
Bridgeport Hospital
Term Expires: 6/07

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Board Vice Chairman
Connecticut Children's
Medical Center
Term Expires: 6/08

David W. Benfer

President & CEO
Hospital of Saint Raphael
Term Expires: 6/08

Geoffrey F. Cole

President and CEO
Norwalk Hospital
Term Expires: 6/08

Christopher M. Dadlez

President and
Chief Executive Officer
Saint Francis Hospital and
Medical Center
Term Expires: 6/09

Susan L. Davis, R.N., Ed.D.

President and
Chief Executive Officer
St. Vincent's Medical Center
Term Expires: 6/08

Lucille A. Janatka

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MidState Medical Center
Term Expires: 6/09

Gerard J. Lawrence, M.D.

Corporator and Former
Board Chairman
Windham Community
Memorial Hospital
Term Expires: 6/08

Alfred A. Lerz

President & CEO
Johnson Memorial Hospital
Term Expires: 6/07

Robert J. Lyons Jr.

Board Member
Gaylord Hospital
Term Expires: 6/09

**Rolando T. Martinez, MSW,
LCSW**

Board Member
Hartford Hospital
Term Expires: 6/07

Gail G. McCormack

Board Member
MidState Medical Center
Term Expires: 6/09

Daniel J. McIntyre

President and Executive Director
The Charlotte
Hungerford Hospital
Term Expires: 6/07

John J. Meehan

President/CEO
Hartford Hospital
Term Expires: 6/07
*(Ex Officio - Chairman of CEO
Forum)*

Joel J. Reich, M.D.

Senior Vice President of
Medical Affairs
Eastern Connecticut
Health Network
Term Expires: 6/08

Laurence A. Tanner

President/CEO
The Hospital of
Central Connecticut
Term Expires: 6/09

OUR MISSION

The mission of the Connecticut Hospital Association (CHA) is to advance the health of individuals and communities by leading, representing, and serving hospitals and their related healthcare organizations that are accountable to the community and committed to health improvement.

CHA ACHIEVES THIS MISSION THROUGH:

- Public policy and advocacy on behalf of the interests of hospitals and their related healthcare organizations.
- Leadership and innovative services to further community-based healthcare delivery.
- Strengthening ties and collaborative efforts with other organizations that have common values and aims.
- Innovative research and education in the delivery and financing of healthcare services.
- Leadership in fostering an environment within which integrated delivery systems can be created and thrive.
- Assistance to the membership in ensuring quality, increasing efficiency and effectiveness, containing costs, and enhancing revenue.

Adopted by CHA Board of Trustees, May 13, 1996

Amended by CHA Board of Trustees, January 10, 2000



Connecticut Hospital Association and Affiliates

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