

Greenwich Hospital

Annual Report | 2018



Yale
NewHaven
Health
Greenwich
Hospital

Dear Friends,

The passionate pursuit of creating a superior patient experience best describes the energy, drive and determination witnessed at Greenwich Hospital this year.

Whether people received care at the hospital or at an ambulatory site, we were dedicated to creating a consistent, high-quality healthcare experience to each and every one. We are in the midst of a \$160 million expansion plan to add new clinical services, increase the types of services we provide and grow our ability to care for patients in an outpatient setting.

A highlight of the year was opening the new Yale New Haven Children’s Hospital Pediatric Specialty Center in Greenwich. The outpatient center provides patients, families and referring providers with access to nationally ranked specialties in more than 20 areas. And with the previous addition of pediatric emergency medicine physicians in the Emergency Department, 44 pediatric specialists from Yale New Haven Children’s Hospital are now collaborating with the expert physicians and nurses at Greenwich Hospital.

We also focused on women’s health services, increasing awareness of heart health among women such as Marisa Telesca, who shares her personal story in this report. She, like so many others, spent a lifetime focusing on the needs of others, while neglecting her own. She found the medical and clinical support she needed at our Yale New Haven Health Women’s Cardiovascular Center.

Greenwich Hospital takes pride in its communities and achieved a milestone in opening a new multispecialty center with Northeast Medical Group in Rye Brook, New York. We have been part of the Westchester community for years, providing community health programs and wellness activities in Rye Brook, Rye and Port Chester. The center extends our mission to bring our services closer to patients’ homes.

Our accomplishments are many, and we owe a debt of gratitude to our medical and clinical staffs, employees, volunteers, trustees and donors who always manage to shape ideas into tangible outcomes. We are especially thankful, as they keep us centered so that we can continue to keep our communities healthy and thriving through access to safe, high-quality patient-centered care.



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Greenwich Hospital – Year in Review

Greenwich Hospital's tradition of medical excellence, coupled with its affiliation with Yale New Haven Health, continued to deliver high-quality patient care and world-class innovation to residents of Connecticut and New York.

Strong clinical and financial performance served as a testament to Greenwich Hospital's commitment to patient-centered care. A highlight of the year was the pediatric care provided through the Emergency Department. Teaming up with expert pediatric emergency medicine physicians at Yale New Haven Children's Hospital, Greenwich Hospital created the region's most advanced children's emergency services in a child-friendly setting that included a waiting area designed exclusively for children.

The Patient Experience

Thousands of residents from Connecticut and New York relied on Greenwich Hospital for their health care in 2018. Inpatient discharges reached 12,777 for the year, with outpatient encounters at 276,391. The number of births, 2,713, remained consistent with last year's total. The Emergency Department saw 38,327 visits.

Recognized for its excellence in patient experience, safety and quality, the hospital received four 2018 Women's Choice Awards: for the fifth consecutive year, America's Best Hospitals for Patient



Jesus Santiago, PA, and Khalid Abbed, MD, review patient findings in the Medical-Surgical Intensive Care Unit. Staff members are specially trained to treat patients with complex and life-threatening conditions.



Beautiful newborns sporting red hats were the center of attention as parents and staff at Greenwich Hospital's Neonatal Intensive Care Unit Level III-B came together as part of the American Heart Association's Little Hats, Big Hearts program.

Experience, Breast Center and Obstetrics; and for the second year in a row, America's Best Hospitals for Bariatric Surgery. Press Ganey honored Outpatient Services with the Guardians of Excellence Award for achieving patient satisfaction scores in the 95th percentile or better for four consecutive quarters.

Staff commitment to providing an excellent patient experience was clear when the overall rating score of the Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS), a patient satisfaction survey required by the Centers for Medicare and Medicaid Services, exceeded the hospital's target.

Greenwich Hospital also received honors from the American Heart Association/American Stroke Association with the Get with The Guidelines® – Stroke Gold Plus Award and Stroke Elite Plus Honor Roll Award for higher stroke standard of care.

Leading in Quality and Safety

With steadfast, consistent focus on quality and safety, the hospital was recognized for its commitment with positive outcomes and successful survey visits and accreditations. The impact of High Reliability Organization practices resulted in a reduction in serious safety events, as well as a decrease in inpatient readmissions due to pneumonia. After an onsite re-accreditation survey, the Commission on Cancer granted Greenwich Hospital a three-year accreditation for the cancer program and the National Accreditation Program for Breast Centers awarded accreditation to the breast center program.



Education, talent management and engagement were the primary objectives of the Diversity and Inclusion Council as members cultivated an exchange of ideas, real-life experiences and actions that consciously shaped an inclusive culture throughout the hospital community.

Physicians, nurses, clinical staff and members of the Patient and Family Advisory Council took a proactive look at reducing the risk of adverse effects from prescription opioids and improving pain management. As part of a Yale New Haven Health initiative to modify the prescription and administration of opioids, the team instituted a multimodal pain management model that ensures safe, effective pain management while discouraging the overuse or abuse of opioids.

By the Bedside and Beyond

In October, Northeast Medical Group and Greenwich Hospital opened the Northeast Medical Group Multispecialty Center in Rye Brook, New York. The 15,000-square-foot outpatient facility brings high-quality medical care closer to community residents. The center includes services such as pediatrics, primary care, laboratory services, walk-in X-ray imaging and specialty care services. A multidisciplinary limb preservation program was added to provide comprehensive services for diabetic and vascular patients.



Greenwich Hospital welcomed more than 2,700 babies during the year. For those who require extra care, the hospital offers a Neonatal Intensive Care Unit Level III-B for newborns needing specialized care.

Constantly looking to bring the newest technology to enhance cancer care through the Breast Center at the Smilow Cancer Hospital Care Center in Greenwich, the hospital added two state-of-the-art diagnostic machines that make biopsy retrieval faster, more comfortable and extremely accurate. Greenwich was the only hospital in Connecticut to combine both biopsy systems, which can reduce the time a patient is under breast compression by at least 25 percent.

As a Magnet-designated organization, Greenwich Hospital continued to practice nursing excellence and seek innovations in professional practice. Major accomplishments included the completion of two nursing research studies and self-care and resiliency initiatives. The hospital also graduated its first class of the perioperative nurse residency program, an in-house training program that addresses a national shortage of operating room nurses.



Extending the hospital's hallmark quality of care to residents of Rye Brook, New York, the hospital collaborated with Northeast Medical Group to open a 15,000-square-foot multispecialty center for pediatrics, primary care, walk-in care and a host of medical specialty services with lab services provided by Greenwich Hospital.

Engagement and Commitment

Greenwich Hospital is fortunate to have a workforce of highly engaged, resilient physicians, nurses, employees and volunteers who contribute to the success of the organization. More than 250 employees achieved service milestones and 526 volunteers collectively provided more than 46,000 hours of service.



Eileen Curry, RN, Wound Care program manager, prepares the chamber for hyperbaric oxygen therapy used to treat chronic wounds and infections. Patients receive 100 percent oxygen under pressure, increasing the amount of oxygen in the bloodstream to boost the body's natural healing process.

Strong, positive scores on the annual employee engagement survey reinforced the focus on employee satisfaction and wellness. Employee engagement remained high, with a survey participation rate of 91.46 percent and an employee engagement index of 4.33 out of 5.0.

Medical staff engagement, too, remained strong. Employed physicians scored 4.54 out of 5 overall on the survey, well above national benchmarks. An additional 55 physicians joined the medical staff, including breast surgeons, cardiologists and neurologists. *Connecticut Magazine's* Best Doctors list featured 41 Greenwich Hospital physicians in the annual compilation.

The hospital's diversity and inclusion efforts continued to foster an inclusive environment through a new employee committee to address education and awareness, talent management and engagement.

The Know Your Numbers Plus employee wellness program continued in its sixth year, with 98 percent of employees participating in free health screenings and completing additional steps to save up to \$500 on their annual medical benefit premium costs. For building a culture of health in the workplace, Greenwich Hospital achieved bronze-level recognition on the American Heart Association Workplace Health Achievement Index.



The Richard R. Pivrotto Center for Healthy Living focuses on rehabilitation, prevention and wellness for patients with cardiovascular, pulmonary, peripheral vascular disease and other chronic diseases. Programs assist patients to improve their physical fitness and overall health.

In Our Communities

More than 19,000 people attended Greenwich Hospital-sponsored community health programs that included health education lectures, health fairs, free screenings, health risk assessments and support groups. Collaborating with the Breast Cancer Alliance, the hospital provided free breast care screenings and services to women in Fairfield and Westchester counties who were under- or uninsured. The hospital also donated a \$5,000 supply of Narcan® to the Greenwich Police Department as part of a coordinated community effort to address the opioid addiction epidemic.

Working with the Greenwich Community Health Improvement Partnership in Connecticut and the Council of Community Services

in New York, Greenwich Hospital continued to address three priority health needs identified in the community health improvement plan: promoting healthy lifestyles to reduce chronic disease, promoting behavioral and mental health, and improving access to care.

The 20th Teddy Bear Clinic attracted more than 1,350 area residents for a family-friendly day that offers children a hands-on experience to teach them about medical procedures and help lessen their fear of doctors.

Generosity and Kind Gestures

Gifts to the Greenwich Hospital Foundation exceeded \$6.1 million from more than 1,800 donors through its annual campaign, ongoing major gift efforts and special events. Donations included gifts to support pediatric and adult emergency medicine as well as oncology, cardiovascular and neurosciences services. Over 350 people attended the Foundation's successful Treasure Gala, which raised more than \$1 million for the hospital's Emergency Department. The Under the Stars fundraiser raised over \$600,000 for women's and children's health services. The Greenwich Hospital Auxiliary donated \$600,000 to enhance the hospital's cardiovascular, neurovascular and emergency stroke care programs and funded four annual scholarships for high school graduates studying for healthcare careers.

With the support of its community partners, Greenwich Hospital continued to provide innovative, compassionate, world-class care close to home.



The opening of the Yale New Haven Children's Hospital Pediatric Specialty Center and the Greenwich Hospital Pediatric Outpatient Center at 500 West Putnam Avenue represents the latest enhancements to children's services in Fairfield and Westchester counties with access to nationally ranked specialists.

Off the charts

Chronic hip pain was taking a physical and emotional toll on Matt Beatty, a high school gym teacher and wrestling coach who could barely walk. The constant pain from severe arthritis threatened his ability to continue a career in physical education and his love of playing sports.

“Not being able to do simple things like working out or going for a walk was getting to me,” said Beatty, 46, who admits he was hesitant about undergoing surgery. He knew he had to do something, though, when he could only walk by placing his hand on his hip to pull his leg along.

“I found myself in the position that I just couldn’t do things the way I wanted to do them.”

The wavering ended when Beatty met Greenwich Hospital’s Jonathan Berliner, MD, an orthopedic surgeon who recommended he have an anterior hip replacement. Given Beatty’s relatively young age and extremely active lifestyle, Dr. Berliner thought he was a great candidate for anterior hip replacement surgery.

“By the time I left Dr. Berliner’s office I knew he was the right surgeon,” said Beatty. “I researched the different options and felt his approach was best.”

An anterior hip replacement – a technique to replace worn ends of the bone in the hip joint – is a less invasive muscle-sparing approach through the front of the hip. In contrast, a traditional posterior approach involves detaching muscle from the bone to access the joint and then repairing the tissue at the end of the procedure.

“Because the anterior approach preserves the muscles and tendons around the hip joint, it likely results in a more rapid recovery after the operation. Some studies have also demonstrated lower pain medication requirements and reduced rates of dislocation,” Dr. Berliner said.

“My experience was off the charts. The quality of the nursing staff was excellent. I can’t imagine having this surgery anywhere else.”

Beatty’s surgery went smoothly. He was walking a few hours after the operation and experienced minimal pain. He was home the next day.

“My experience was off the charts. The quality of the nursing staff was excellent,” he said. “I can’t imagine having this surgery anywhere else.”

At his follow-up visit with Dr. Berliner two weeks after the surgery, Beatty was not using a cane, barely had a limp and had already played soccer with some of his students.

Beatty was back teaching physical education at Blind Brook High School in Rye Brook, New York, in just three weeks, and back to his athletic, competitive self. His advice to others contemplating hip replacement surgery: “Just get it done!”







A hard fall, then a soft landing

After tearing a rotator cuff in a skiing accident, Jim Roche turned to Greenwich Hospital's Long Ridge Medical Center – and ultimately back to the slopes.

“These people are insane,” Roche said as he tuned in to watch the world's best alpine skiers careen down the race courses at 80 miles per hour during the Olympic Winter Games. He should talk. Just nine months earlier, Roche took a nasty spill while schussing down a snow-packed ski trail in Vermont, leaving him with a torn rotator cuff that required shoulder surgery. Now he was on vacation in Lake Tahoe, California – marveling at Olympic skiers before getting right back on his own skis.

Some might call that crazy, but Roche certainly had his wits about him when it came to the shoulder injury. “The next morning, I literally couldn't reach either of my earlobes,” he said, recalling the intense pain in both shoulders. He immediately contacted Craig Tifford, MD, an orthopedic surgeon at Long Ridge Medical Center in Stamford, who reconstructed his wife's ACL (anterior cruciate ligament) several years earlier.

Designed and furnished with patient comfort and convenience in mind, the 52,000-square-foot outpatient facility is a collaborative effort between Greenwich Hospital, Yale Medicine and its Center for Musculoskeletal Care, and primary care physicians with Northeast Medical Group.

Roche's case exemplifies the integrated healthcare delivery Long Ridge Medical Center brings to the surrounding community in lower Fairfield County. The Stamford resident had everything he needed at one location, including access to an experienced orthopedic surgeon, diagnostic imaging and physical therapy following surgery at Greenwich Hospital.

“Patients appreciate the convenience of having a wide range of medical experts and resources under one roof,” said Dr. Tifford, medical director of Long Ridge Medical Center. “To be involved at the ground level in helping to shape the future of the center is very rewarding.”

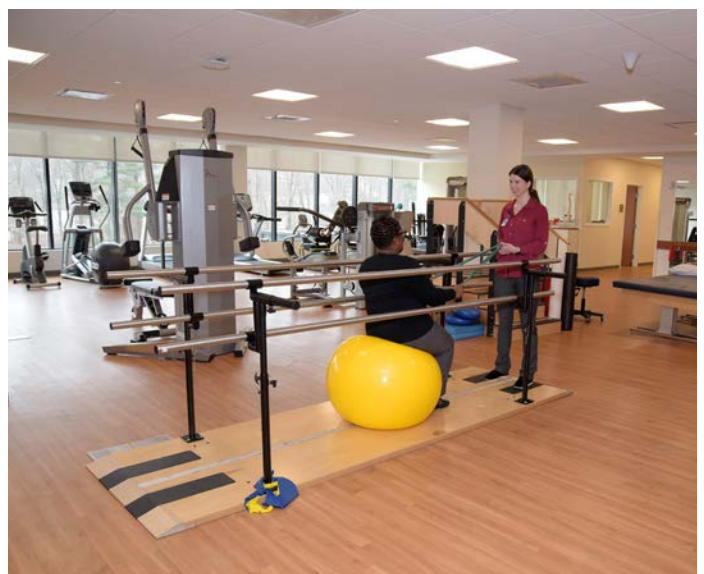
Roche underwent an MRI at Long Ridge, which revealed a serious tear of the subscapularis tendon in his left shoulder's rotator cuff. Dr. Tifford performed same-day arthroscopic surgery to repair the tendon at Greenwich Hospital. Roche had several follow-up visits with Dr. Tifford back at Long Ridge, where he received physical therapy for three months.

“It was really convenient to go to one place for my exams, MRI, and physical therapy instead of having to drive all over the place.”

“My therapist led me through a variety of exercises to strengthen the shoulder,” said Roche. “By the end of the therapy sessions, I had regained more than 90 percent range of motion and was feeling no pain.” The day after Thanksgiving, he was bombing down the slopes again in Vermont, “with no problem at all.”

That's music to the ears of Tom Milucci, PT, director of physical medicine at both Greenwich Hospital and the Long Ridge site, where he oversees a full-time staff of seven physical and occupational therapists.

Roche is just happy Long Ridge is a community resource. “It was really convenient to go to one place for my exams, MRI, and physical therapy instead of having to drive all over the place,” he said. “It made what could have been a tough slog a whole lot better.”



Matters of the heart

Marisa Telesca admits she has spent a lifetime focusing on the needs of others, while ignoring her own health. Her mother died of a heart attack at age 61. Her brother died while awaiting a heart transplant. Telesca had just beaten ovarian cancer after six months of chemotherapy. Was she going to let heart disease get the best of her?

“No way,” said Telesca, who turned to Sasanka Jayasuriya, MD, at Yale New Haven Health Women's Cardiovascular Center at Greenwich Hospital. The center takes a holistic approach to heart health by combining a cardiologist, nutritionist and exercise physiologist who emphasize prevention and education to live a heart-healthy life.

Now Telesca is making “small lifestyle changes that are having a big impact,” such as eating more nutritious food, staying physically active, partnering with her cardiologist to manage blood pressure and cholesterol levels, and practicing stress-reducing techniques.

“This experience taught me that I need to calm down and pay attention to my body,” said Telesca, who lives in Port Chester, New York. “It's my responsibility to stay strong and healthy.”

Heart disease is the leading cause of death for women and men in the U.S. Although heart disease is responsible for one in every four deaths among women, only 54 percent of women recognize the condition as the number one killer, reports the Centers for Disease Control and Prevention.

“Women have atypical symptoms about one-third of the time, so they may not realize they're having a heart attack. They often come to the Emergency Department when it's too late to salvage the heart muscle in jeopardy. Women also have a tendency to take care of everyone else except themselves, so they may ignore symptoms or delay medical attention. The good news is that women can control many risk factors for heart disease with medications and lifestyle changes,” said Dr. Jayasuriya.

Telesca liked the idea of getting individualized attention at the Women's Cardiovascular Center in Greenwich, close to home. “Anyone can take notes from the internet,” she said. “But without that interpersonal experience, the information doesn't really sink in. Everyone at the center was supportive.”

As part of the visit, Telesca had a stress test and met with a registered dietitian who clarified the connection between healthy eating, weight control and heart disease.

“This experience taught me that I need to calm down and pay attention to my body. It's my responsibility to stay strong and healthy.”

As part of her healthy-heart regimen, Telesca walks two miles a day and tracks her steps with an app on her smart phone.

The Women's Cardiovascular Center helped her understand that “just because I take medication for high blood pressure doesn't mean I shouldn't focus on making lifestyle changes. I still need to eat well and exercise.”

Still, Telesca struggles with managing stress. Studies show stress can lead to narrowing of the arteries, which raises blood pressure, and with it, the risk for heart attack.

A self-described perfectionist at home and work, Telesca admits she sometimes sets unrealistic expectations that can lead to stress. She ends her day, though, with the muscle relaxation techniques she learned from Mary Motwani, PhD, a Greenwich Hospital psychologist.

“It's hard for women to make their health their first priority,” she said. “But I'm determined to try because life is good.”





Assets

Year ended September 30. (Amounts are in thousands)	2018	2017
Current assets		
Cash and cash equivalents	\$113,590	\$42,376
Short-term investments	11,642	96,610
Accounts receivable for services to patients, less allowance for uncollectible accounts	49,114	46,777
Professional liabilities insurance recoveries	10,237	8,530
Other assets	19,112	11,903
Total current assets	203,695	206,196
Assets limited as to use	14,630	95,303
Long-term investments	66,200	81,378
Interest in the net assets of Greenwich Hospital Endowment Fund, Inc.	102,654	—
Other assets	10,185	10,425
Professional liabilities insurance recoverable receivable	14,027	14,320
Property, plant and equipment	267,983	250,439
TOTAL ASSETS	\$679,374	\$658,061

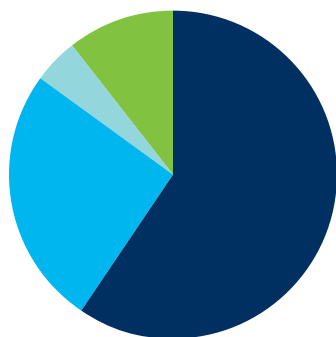
Liabilities and Net Assets

Year ended September 30. (Amounts are in thousands)	2018	2017
Current liabilities		
Accounts payable and accrued expenses	\$55,482	\$40,540
Current portion of long-term debt	2,970	2,870
Professional liabilities	10,237	8,530
Other liabilities	7,864	10,628
Total current liabilities	76,553	62,568
Long-term debt, net of current portion and deferred financing costs	23,503	26,441
Accrued pension benefit obligations	19,256	39,281
Interest rate swap	—	2,585
Other long-term liabilities	17,583	16,473
Professional liabilities	23,474	23,365
Total liabilities	160,369	170,713
Net assets		
Unrestricted	369,321	415,482
Temporarily restricted	125,172	47,493
Permanently restricted	24,512	24,373
Total net assets	519,005	487,348
Commitments and contingencies	—	—
TOTAL LIABILITIES AND NET ASSETS	\$679,374	\$658,061

Consolidated Statements of Operations

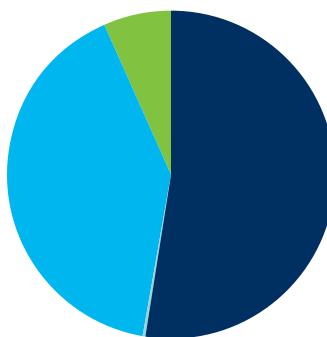
Year ended September 30. (Amounts are in thousands)	2018	2017
Operating revenue		
New patient service revenue	\$386,893	\$379,924
Less provision for bad debts	(14,602)	(10,816)
Net patient service revenue, less provision for bad debts	372,291	369,108
Other revenue	16,888	14,673
Total operating revenue	\$389,179	\$383,781
Operating expenses		
Salaries and benefits	150,642	147,106
Supplies and other	195,696	192,923
Depreciation	24,111	27,127
Insurance and interest	4,385	1,128
Total operating expenses	374,834	368,284
Income from operations	\$ 14,345	\$ 15,497
Non-operating losses and gains		
Change in fair value of swap, including counterparty payments	408	638
Change in unrealized gains and losses on investments, net	5,022	8,536
Excess of revenue over expenses, before non-controlling interest	19,775	24,671
Less income attributable to non-controlling interest		(65)
EXCESS OF REVENUE OVER EXPENSES	\$19,775	\$24,606

Revenue 2018



■	Managed Care and Blue Cross: 59.6%
■	Medicare: 25.5%
■	Medicaid: 4.6%
■	Commercial Insurance and Other: 10.3%

Expenses 2018



■	Food, Supplies, General Insurance and Other Expenses: 52.2%
■	Interest: 0.16%
■	Salaries and Benefits: 40.2%
■	Depreciation: 6.4%

Statistical Review

Patient beds	206
Average census	146.9
Patient days of care	53,611
Average length of stay (days)	4.2
Discharges	12,777
Newborns	2,713
Recovery Center discharges	208
Emergency Medicine visits	38,327
Outpatient Medical Clinic visits	14,335
Operating Room procedures (total)	8,190
Ambulatory cases (total)	11,324
Surgical cases	5,495
Medical cases	5,829
Cancer Center visits	39,718
Diagnostic services (EEG, EKG, EMG, Cardiac Lab, Cardiac Catheterization)	35,866
Cardiac Rehabilitation visits	6,931
Hearing, Speech & Language Center visits	3,135
Laboratory procedures	1,420,992
Pharmacy orders filled (inpatient & outpatient)	709,347
Physical Medicine & Rehabilitation treatments	49,411
Psychiatric Treatment Center visits	7,239
Radiologic procedures	131,265

Greenwich Hospital Family

Trustees (including emeritus)	29
Medical Staff	520
House Staff (residents)	26
Employees	1,849
Volunteers	526
Volunteer Hours	46,365

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