



The quest for value: Creating excellent patient care in a complicated healthcare landscape

Hospitals throughout the country are dealing with similar challenges—regulatory and financial pressures, decreasing state and federal reimbursement, and a complex, stressful and dynamic environment.

To remain viable, Yale New Haven, like many other hospitals, began to form or join health systems, which offered opportunities to reduce costs by centralizing business activities and creating scale to better manage risk and access to the payor markets.

Since 1983, Yale New Haven has grown from a hospital to a health system, with other members—Bridgeport, Greenwich, Lawrence + Memorial and Westery hospitals; a Children's Hospital; Smilow Cancer; Northeast Medical Group physician practice; and dozens of outpatient locations. And always, with its partner, Yale School of Medicine.

Careful strategic and operational initiatives have enabled Yale New Haven Health to avoid the operating losses, service cutbacks or employee layoffs experienced by other hospitals. Success, while not an easy journey, has followed a single, straightforward strategy: a quest for value.

The quest for value has two basic principles: high-quality, patient-centered care and a vigorous focus on safety. In order to support the cost of that care and safety, we have redesigned how we run our organization.

Clinical redesign has changed how we provide care, and allowed us to maximize quality and safety and invest in our buildings and technology. We have eliminated variability and redundancy, standardized processes and the purchase of equipment and medications, and preserved what was best in our culture, while discarding elements that were not consistent with our mission and values.

What we have learned is that by becoming flexible and redesigning ourselves, it is possible to provide high-quality, safe care and a positive patient experience, while managing and even reducing the costs to patients and insurers. Even in this volatile environment, Yale New Haven Health has provided demonstrably greater value to those we are privileged to serve.

On the cover: Maria Rivas credits Greenwich Hospital's perinatology, maternity and nursing teams for helping her give birth to Daniela following a difficult pregnancy. Read more about Maria and Daniela on page 6.

Dear friends,


Adding value to the Greenwich Hospital patient experience – whether at the hospital or at one of our outpatient facilities – was the focus of all of our accomplishments in 2017.


From our newly renovated Emergency Department to the launch of our Patient Family Advisory Council, the needs of our patients and their loved ones were center stage. We expanded the medical staff, enhanced clinical services and acquired advanced technology to deliver high-quality, safe and compassionate patient care.


We touched the lives of thousands of Connecticut and New York residents, including those featured in this report. Maria Rivas gave birth to a healthy baby thanks to our perinatology team. Patty Malan found renewed joy in life after weight-loss surgery. John Evans benefitted from our new prostate cancer detection technology.


These milestones were possible thanks to the thousands of dedicated physicians, nurses, employees, volunteers, trustees and community donors who share our values and passion. We offer our heartfelt gratitude to these individuals, who work together each day to create the extraordinary Greenwich Hospital experience that our patients deserve.




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Greenwich Hospital experienced a year of exceptional growth and sustained excellence in its quest to provide high-quality, patient-centered care.



Emergency Department staff celebrated the completion of multi-million dollar renovations with a ribbon cutting in front of the new centralized nursing station.

Yale
NewHaven
Health
Greenwich
Hospital

A part of Yale New Haven Health for nearly two decades, Greenwich Hospital rolled out a new logo to reflect the value of its collaboration with the health system, while retaining its identity as a hospital recognized nationally for service excellence and the patient experience. We introduced new services at the Yale New Haven Children’s Hospital Pediatric Specialty Center at Greenwich Hospital and the Smilow Cancer Hospital’s Greenwich Hospital campus.

The Patient Experience Thousands of Connecticut and New York residents turned to Greenwich Hospital in 2017, which handled 38,819 Emergency Department visits. Inpatient discharges reached 13,070, with New Yorkers comprising 53 percent of inpatients. Many patients were drawn by Greenwich’s reputation for delivering a positive experience with high-quality medical care. As a testament to that, the hospital received a Guardian of Excellence Award from Press Ganey for superior patient satisfaction scores, and garnered five Women’s Choice Awards for best

patient experience, obstetrics, bariatric care, breast center and cancer care. The hospital also established its first Patient Family Advisory Council to solicit recommendations from the community.

Sustaining a culture that emphasizes safety and quality was paramount. The use of safety coaches, daily safety huddles, leadership quality safety rounds, and an employee safety culture survey strengthened our efforts to create a safe environment for patients, staff and visitors.

Quality achievements included a successful Joint Commission full hospital accreditation survey and re-certification of the inpatient diabetes program. Our Center for Hyperbaric Medicine and Wound Healing was accredited by the international Undersea and Hyperbaric Medical Society. The Medical Education program for residents drew national honors for excellence.

Attracting the Best and Brightest At the heart of Greenwich Hospital were thousands of the finest doctors, nurses, employees and volunteers. Sixty-four new physicians joined the medical staff, including specialists in pediatric emergency medicine, podiatry and palliative care.



The hospital created a dedicated Emergency Department waiting room specifically designed for children and adolescents.



Urologist James Rosoff, MD, works with the Artemis 3-D imaging navigation system to improve the detection of prostate cancer.



Paul Waters, MD, director of Thoracic Surgery at Greenwich Hospital, prepared to perform a robotic pulmonary section to treat lung cancer.

Recognition programs honored 134 employees for outstanding care, while 308 employees received awards for their years of service. The hospital also presented annual awards to extraordinary employees, nurses and physicians. An employee survey placed Greenwich in the 97th percentile of happy employees nationally.

Our volunteers shone again this year with 535 adult and junior volunteers providing 45,240 hours of service. The all-volunteer Greenwich Hospital Auxiliary donated \$554,000 to enhance cardiovascular, pediatric and women's health services. The national President's Call to Service Award honored two volunteers who attained more than 4,000 hours of service and granted four scholarships to Greenwich High School seniors.

At the Forefront of Care Greenwich Hospital took many steps to expand the depth and breadth of its clinical offerings. The Emergency Department celebrated the completion of a \$4 million renovation, including adding exam rooms and a separate waiting room for children. Greenwich Hospital teamed up with pediatric emergency medicine physicians at Yale New Haven Children's Hospital (YNHCH) to offer the region's most advanced children's emergency services.

A total of 2,702 births took place, reaffirming the hospital's reputation as the destination maternity hospital in the region. The Connecticut Department of Health recognized Greenwich for having the highest newborn vaccination rate (99.89 percent) for a large birth center. In addition, the YNHCH Pediatric Specialty Center at Greenwich Hospital expanded to accommodate additional medical specialties.

The hospital also saw new programs and practices open. We unveiled the Steven and Betsy Corman Palliative Care Center, opened a new neurology practice with Yale Medicine and introduced an integrated podiatry program. Greenwich Hospital acquired the latest prostate biopsy technology to detect and monitor prostate cancer, and began using cold cap therapy to mitigate hair loss during chemotherapy.

Nurses played a major role in Greenwich's ability to deliver high-quality care, led by a new chief nursing officer and leadership team, along with an active nursing governance council. A Greenwich Hospital nurse received the health system's nursing research award and the international DAISY Award program was instituted to honor extraordinary nurses. To help ensure the next generation of nurses, two senior Fairfield University nursing students



Members of Greenwich Hospital's cancer care teams celebrated the graduating fellows of the Susan D. Flynn Oncology Nursing Fellowship Program.



Greenwich Hospital employees gathered to mark American Heart Month and raise awareness about heart health.

graduated from the Susan D. Flynn Oncology Nursing Fellowship Program at Greenwich Hospital.

Giving Back to the Community Greenwich Hospital Community Health efforts reached more than 16,000 people in Fairfield and Westchester counties through health fairs, free screenings, support groups, school-based health education, wellness programs, workshops, lectures and healthcare career programs.

More than 6,000 people received free blood pressure screenings and scores had free cholesterol and prostate cancer screenings. For the first time, the hospital offered free head and neck cancer screenings in collaboration with Yale Medicine. Uninsured women received free mammograms through a partnership with the Breast Cancer Alliance.

The 19th Teddy Bear Clinic drew 1,350 area residents. Hospital-sponsored community programs included Kids Cooking in the Kitchen at the Carver Center in Port

Chester, NY, and the Boys and Girls Club of Greenwich. The hospital held a two-day “Mental Health First Aid” training program for the community and hosted multiple lectures to address the opiate epidemic.

A cancer survivorship celebration welcomed hundreds of cancer care team members, survivors and their families. In addition, the Community Advisory Committee monitored the implementation of health improvement plans from the 2016 Community Health Needs Assessment.

A Generous Community Gifts to the Greenwich Hospital Foundation exceeded \$6.4 million from more than 2,000 donors through its annual campaign, ongoing major gift efforts and special events. Donations included substantial gifts to support pediatric emergency medicine, oncology services, observation unit support, Emergency Department renovations and the Robotic Surgery Center. Hundreds of area residents attended the Greenwich Hospital Gala and Under the Stars fundraisers to support cardiovascular services and women’s and children’s health services, respectively. The Foundation also assisted the Women’s Health Initiative Advisory Board to sponsor free lectures.



Area residents visited the hospital's annual Heart Health and Stroke Fair, which included free blood pressure screenings.

With the help of its community partners, Greenwich Hospital is strategically poised to stay at the forefront of medical advances as it continues to enhance the patient experience.



The Teddy Bear Clinic entertained and educated children during a day of interactive learning.



Baby's heartbeat gives mom hope and strength

At 22 weeks pregnant, Maria Rivas was hemorrhaging and crying uncontrollably when the paramedics arrived at her Greenwich home. The distraught mother-to-be was convinced she had lost her baby after years of trying to conceive.

Jaelyn Licare, RN, a Labor & Delivery nurse at Greenwich Hospital, was among the first to meet Rivas.

“She knew I was heartbroken,” said Rivas. “She hugged me and I said, ‘It’s OK.’ Then she looked into my eyes and said, ‘No, it’s not OK.’”

Rivas had initially declined an ultrasound thinking she had miscarried. But with Licare at her side, Rivas said she “felt safe” and agreed to the procedure.

“When I heard the baby’s heartbeat, it was the most beautiful sound ever! I came back to life!” she said.

Rivas spent two months at Greenwich Hospital, under the care of her obstetrician, Caterina Violi, MD, and the hospital’s perinatologist Diana Adams, MD, who specializes in complicated, high-risk pregnancies.

The doctors, nurses and other staff became Rivas’ extended family as she spent Thanksgiving, Christmas and New Year’s at Greenwich Hospital. “Everyone was so kind and thoughtful,” she said. “I felt I was in good hands.”

At 36 weeks, Rivas gave birth to Daniela by cesarean section. The baby spent four days in the neonatal intensive care unit before heading home. “I was thrilled,” she said. “It was a miracle.”

Today, Daniela is a happy and healthy two-year-old. Mother and baby visited the hospital recently when Licare was honored with a DAISY Award, an international honor that recognizes extraordinary nurses. Rivas nominated Licare, crediting the nurse for helping her overcome a medical crisis to give birth to a healthy baby girl.

“Her kindness, reassurance and care were beyond exceptional,” said Rivas. “While I will always remember Jaelyn, I’m sure I will never be able to thank her enough.”



Maria Rivas and her daughter, Daniela, are happy and healthy following a complicated pregnancy that required specialized care from Greenwich Hospital's maternal-fetal medicine experts.



Living life to the fullest

Patty Malan of Yorktown, NY, never worried about her weight, until it became increasingly difficult to lose the pounds she gained after each of her three pregnancies.

In time, Malan began having trouble walking and keeping up with her grandchildren. When cancer and a heart attack struck, she wondered if her weight was impacting her overall health.

A friend recommended Greenwich Hospital's nationally accredited bariatric surgery program under the medical direction of Ashutosh Kaul, MD.

"I felt comfortable about having the procedure. The team made me feel like I was going to be fine," said Malan, who made the decision to have surgery with the support of her family.

Four years later, Malan is 110 pounds thinner. She needs less blood pressure medication, walks without a cane, and has plenty of energy for her grandchildren.

Candidates for bariatric surgery must meet rigorous screening criteria to ensure they are physically and psychologically ready to make lifestyle changes for long-term success. "The aim of bariatric surgery is not to lose weight," said Dr. Kaul, "but to improve quality of life."

Malan had a sleeve gastrectomy, in which a portion of the stomach is surgically removed.

"The stomach is reduced from the size of a football to the size of a banana," explained Cheryl Williams, RD, bariatric program coordinator, who assists patients before and after surgery.

The health benefits of bariatric surgery are plentiful. "As people begin to lose weight, they may be able to reduce or eliminate the need for medications for high blood pressure, arthritis, high cholesterol and diabetes. Many people with severe joint pain can comfortably walk again or qualify for hip and knee replacement surgeries they couldn't have before," said Williams.

Much to her surprise, Malan now craves fruit instead of sweets, and incorporates protein and vegetables into her meals.

"Weight-loss surgery changed my life tremendously," she said. "It was the best decision I ever made!"



Thanks to weight-loss surgery, Patty Malan now has plenty of energy to keep up with her grandchildren.



State-of-the-art technology offers peace of mind

John Evans has a condition called hypopituitarism, which occurs when the pituitary gland malfunctions, leaving the body with low or absent hormones, such as testosterone.

“Fortunately, hypopituitarism can be treated by replacing the testosterone and other missing hormones on a regular basis,” said Evans, 67, a music agent who lives in Greenwich.

Although research shows testosterone replacement does not increase the risk of prostate cancer, doctors keep a close eye on a man’s prostate-specific antigen (PSA) level as part of testosterone replacement therapy. PSA is a substance produced by the prostate gland.

At one point, Evans’ blood work showed increasing PSA levels, which can sometimes be indicative of prostate cancer. A traditional prostate biopsy showed a “minute evidence of cancer,” said Evans. His doctor recommended contacting James Rosoff, MD, a Greenwich Hospital urologist, to get a more targeted biopsy with the state-of-the-art Artemis device.

The Artemis is a three-dimensional imaging navigation system that combines magnetic resonance imaging, real-time ultrasound and robotic technology to improve the detection, monitoring and treatment of prostate cancer. The hospital acquired the Artemis through the Stephen Corman Prostate Cancer Early Detection Initiative at Greenwich Hospital.

“With the Artemis, a urologist can return to the exact location of a previous biopsy at a later date to determine

if the cancer has progressed. This is particularly useful for men who chose active surveillance of an area as opposed to treatment. This technology also allows us to locate cancers that are more likely to be clinically significant,” said Dr. Rosoff.

In Evans’ case, the Artemis biopsy showed the low-grade cancer remained very small and in the same location. He and his urologist were comfortable with continuing to monitor this area with active surveillance, rather than having prostate removal surgery or radiation treatment.

“I have peace of mind now,” said Evans. “I’m grateful that Dr. Rosoff and Greenwich Hospital have access to the latest technology.”



John Evans feels hopeful about the future, knowing he has access to the highest level of medical care.

Greenwich Healthcare Services, Inc. and Subsidiaries – Consolidated Balance Sheets

	Year ended September 30	
	2017	2016
	(In thousands)	
ASSETS		
Current assets:		
Cash and cash equivalents	\$42,376	\$22,272
Short-term investments	96,610	116,197
Accounts receivable for services to patients, less allowance for uncollectible accounts of approximately \$79,999 in fiscal year 2017 and \$72,815 in fiscal year 2016	46,777	39,165
Other receivables	7,275	11,074
Professional liabilities insurance recoverable receivable	8,530	6,837
Other assets	4,628	7,049
Total current assets	206,196	202,594
Assets limited as to use	95,303	83,216
Long-term investments	81,378	73,974
Other assets	10,425	9,824
Professional liabilities insurance recoverable receivable	14,320	12,930
Property, plant and equipment:		
Land	25,813	26,743
Buildings and improvements	270,350	285,097
Equipment	218,255	208,423
	514,418	520,263
Less accumulated depreciation	(267,974)	(271,523)
	246,444	248,740
Construction in progress	3,995	9,193
	250,439	257,933
Total assets	\$658,061	\$640,471
LIABILITIES AND NET ASSETS		
Current liabilities:		
Accounts payable	11,329	14,066
Accrued expenses	29,211	25,794
Current portion of long-term debt	2,870	2,790
Professional liabilities	8,530	6,837
Other liabilities	10,628	16,749
Total current liabilities	62,568	66,236
Long-term debt, net of current portion and deferred financing costs	26,441	29,280
Accrued pension benefit obligations	39,281	64,829
Interest rate swap	2,585	4,148
Other long-term liabilities	16,473	15,377
Professional liabilities	23,365	21,129
Total liabilities	170,713	200,999
Net assets:		
Unrestricted - Greenwich Hospital and Subsidiaries	415,318	370,941
Unrestricted - Noncontrolling interest in Orthopedic and Neurosurgery Center of Greenwich, LLC	164	99
Temporarily restricted	47,493	44,533
Permanently restricted	24,373	23,899
Total net assets	487,348	439,472
Commitments and contingencies	—	—
Total liabilities and net assets	\$658,061	\$640,471

Year ended September 30
2017 **2016**
(In thousands)

CONSOLIDATED STATEMENTS OF OPERATIONS

Operating revenue

Net patient service revenue	\$379,924	\$384,207
Less provision for bad debts	(10,816)	(16,192)
Net patient service revenue, less provision for bad debts	369,108	368,015
Other revenue	14,673	15,716
Total operating revenue	\$383,781	\$383,731

Operating expenses

Salaries and benefits	147,106	148,862
Supplies and other	192,923	175,658
Depreciation	27,127	24,802
Interest	1,128	968
Total operating expenses	368,284	350,290

Income from operations

\$15,497 **\$33,441**

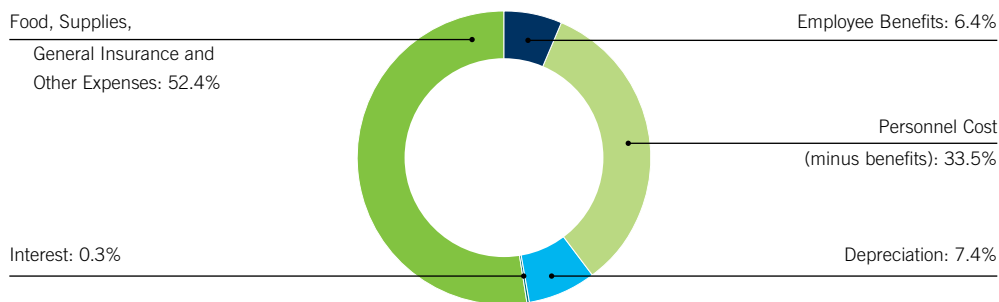
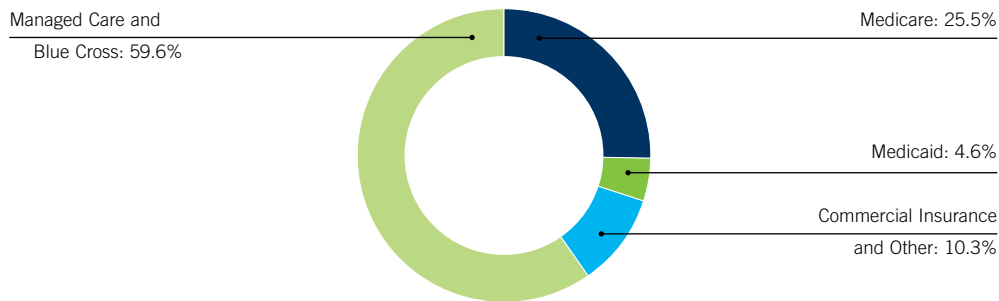
Non-operating losses and gains:

Change in fair value of swap, including counterparty payments	638	(1,069)
Change in unrealized gains and losses on investments, net	4,496	3,286
Other non-operating gains and losses, net	4,040	917

Excess of revenue over expenses, before non-controlling interest **24,671** **36,575**

Less income attributable to non-controlling interest (65) (1,174)

Excess of revenue over expenses **\$24,606** **\$35,401**



Statistical Review

Patient beds (including 32 bassinets)	206
Average census	150.5
Patient days of care	54,923
Average length of stay (days)	4.2
Discharges	13,070
Newborns	2,702
Recovery Center discharges	252
Emergency Medicine visits	38,819
Outpatient Medical Clinic visits	15,083
Operating Room procedures (total)	8,068
Ambulatory procedures (total)	10,767
Surgical procedures	5,269
Medical procedures	5,498
Cancer Center visits	39,803
Diagnostic services	
(EEG, EKG, EMG, Cardiac Lab, Cardiac Catheterization)	34,310
Cardiac Rehabilitation visits	6,363
Hearing, Speech & Language Center visits	3,001
Laboratory procedures	1,429,405
Pharmacy orders filled (inpatient & outpatient)	696,089
Physical Medicine & Rehabilitation treatments	45,997
Psychiatric Treatment Center visits	7,422
Radiologic procedures	132,395

Greenwich Hospital Family

Trustees (including emeritus)	29
Active Medical Staff	527
Affiliate Medical Staff	156
Emeritus Medical Staff	4
House Staff (residents)	26
Employees	1,898
Volunteers	535
Volunteer Hours	45,240

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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.

VALUES

PATIENT-CENTERED – Putting patients and families first

RESPECT – Valuing all people

COMPASSION – Being empathetic

INTEGRITY – Doing the right thing

ACCOUNTABILITY – Being responsible and taking action

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