



As a premier regional healthcare facility, Greenwich Hospital remained strategically poised to succeed in today's rapidly evolving medical arena. The accomplishments of the past year would not have been possible without the dedication of hundreds of doctors, nurses, staff, volunteers, trustees and community residents who believe in Greenwich Hospital's mission of healing.

Building Healthy Communities



Daniel L. Mosley, Chairman, Board of Trustees; Frank A. Corvino, President & CEO; Bruce M. Molinelli, MD, Chief of Staff

Greenwich Hospital embraced the call to action posed by healthcare reform and a sluggish national economy with innovation and initiatives that will ultimately strengthen the institution and its commitment to building healthy communities in Connecticut and New York.

Already a recognized leader in health promotion, Greenwich Hospital intensified its efforts with the creation of the Institute for Healthy Living to centralize resources designed to improve community health. An expanded medical staff, new clinical programs, enhanced outreach efforts and the acquisition of the latest technology were among the factors that enabled Greenwich Hospital to stay at the forefront of providing the highest quality care in a cost-effective manner.

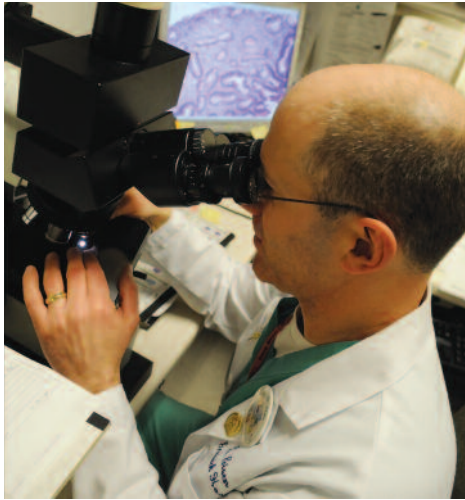
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Safest Hospital Initiative

Begun two years ago, the hospital-wide Safest Hospital Initiative gained momentum. A safety resource subcommittee was established to evaluate issues for review by the 34-member Safest Hospital Committee. A total of 130 Safety Champions from various departments promoted safety at the hospital. The Leadership Walk Round team made weekly visits to hospital departments to discuss safety initiatives.

130

A total of 130 Safety Champions promoted a safe environment for patients, employees and visitors.



5 in a row

For a fifth consecutive year, Greenwich Hospital earned the prestigious Summit Award for providing patients with an exceptional hospital experience.

40%

New York residents account for 40 percent of Greenwich Hospital patients.

Yale New Haven Health System

As a member of the Yale New Haven Health System (YNHHS), Greenwich Hospital took part in initiatives that focused on patient safety, best practices and clinical quality. The Bendheim Cancer Center established a new partnership with the Yale School of Medicine that enhances patient care. The Yale-New Haven Heart Institute provided on-site primary angioplasty performed by interventional cardiologists from the Yale School of Medicine. The hospital's Pediatric Specialty Center continued its relationship with specialists from Yale-New Haven Hospital and other institutions.

Greenwich Hospital also participated in a YNHHS initiative to offer physicians employment opportunities through Northeast Medical Group, a non-profit, physician-run medical foundation.

System-wide efforts helped Greenwich Hospital realize significant cost savings by working with YNHHS to deliver healthcare safely, efficiently and cost-effectively.

Healthcare Provider of Choice

Greenwich Hospital remained the region's healthcare provider of choice, with New Yorkers accounting for approximately 40 percent of patients. Inpatient admissions increased to 13,630, while outpatient ambulatory procedures totaled 13,657. The Emergency Department handled 42,651 cases from Connecticut and New York residents.

Patient Satisfaction and Service Excellence

Service excellence remained a top priority at Greenwich Hospital. For a fifth consecutive year, the hospital received the prestigious Summit Award from Press Ganey Associates. The award recognizes facilities that maintain a patient satisfaction ranking in the 95th percentile or higher for three consecutive years.

Greenwich Hospital surpassed Connecticut, New York and national scores in the HCAHPS (Hospital Consumer Assessment of Healthcare Providers and Systems) patient surveys conducted by the Centers for Medicare and Medicaid Services. Among all hospitals in Westchester County and Connecticut, patients gave Greenwich Hospital the highest rating in "willingness to recommend to others."

Quality and Performance Achievements

With its continued focus on safety and clinical excellence, Greenwich Hospital achieved excellent healthcare quality measurements in the categories of heart failure, surgical care and hand hygiene compliance.

Greenwich Hospital received the Joseph A. Zaccagnino Clinical Quality and Patient Safety Conference Award for a project that redesigned the operating room's specimen handling system.

Human Resources

With its reputation for clinical excellence, Greenwich Hospital recruited and retained the finest healthcare workforce through a range of initiatives.

The hospital continued its annual recognition celebrations to honor employees. A total of 152 employees from various departments were recognized as Quality Award nominees for service excellence. Certificates of appreciation went to 474 employees for outstanding service, while 427 employees received cards from the hospital president for demonstrating exceptional team effort. Awards to celebrate five to 50 years of hospital service went to 364 employees.

The annual Marion Nowak Award was presented to Kathleen Lynch-Cartine, staff educator, for exhibiting exemplary professionalism throughout her long hospital career. The Helen Meehan Award for Excellence in Nursing, the Partner in Care Award and the Physician Partner in Care Award honored the professional accomplishments of Helen Backus, RN, IV Team; Marie Muller, RT, respiratory therapy; and James R. Sabetta, MD, head of the hospital's infectious diseases department.

The first "Take Your Daughters and Sons to Work Day" drew 90 families – 125 children – for a day of interactive demonstrations and tours of hospital departments. Approximately 500 employees and their families took part in the hospital's Employee Family Picnic held at Greenwich Point.

To reduce the potential for injuries, the hospital purchased 200 pieces of lifting aid equipment. More than 300 nurses, nurse assistants and other staff completed training in DILIGENT, a "minimal lift" program certified by the American Hospital Association. The equipment makes it easier to transfer and lift patients, providing increased safety precautions for patients and staff.

152

A total of 152 employees from diverse departments were recognized as Quality Award nominees for service excellence.

364

Number of awards given to employees to celebrate five to 50 years of hospital service.





41

Forty-one new physicians joined the medical staff, including eight primary care physicians, six hospitalists and 27 specialty doctors.

1 of 3

Greenwich Hospital was one of only three institutions in Connecticut to receive the Outstanding Achievement Award established to recognize programs that provide the best in cancer care.

Employees were asked to participate in a survey designed to help the hospital develop action plans to strengthen employee commitment and enthusiasm.

The hospital embraced “Just Culture,” a safety system of shared accountability used to minimize errors and adverse outcomes. Quantros, a new electronic safety and risk management system, was implemented to facilitate the reporting of safety events.

Medical Staff

Forty-one new physicians joined the medical staff, including eight primary care physicians, six hospitalists and 27 specialty doctors. Twenty-four percent of the new physicians practice in Westchester County, NY. Medical staff and administrators worked to create a collaborative environment to bring the organization to new levels of excellence.

Greenwich Hospital and Orthopaedic & Neurosurgery Specialists, PC (ONS) announced a joint venture – Orthopaedic & Neurosurgery Center of Greenwich, LLC –

designed to enhance access to high-quality orthopedic and neurosurgical care. Beginning in February 2011, ONS surgeons will perform same-day procedures one day a week at the Leona M. and Harry B. Helmsley Ambulatory Surgical Center at 55 Holly Hill Lane in Greenwich.

The first annual physician recognition ceremony honored active medical and dental staff members who have been with Greenwich Hospital for more than 25 years.

Clinical Initiatives and New Programs

The Institute for Healthy Living

As part of its mission to improve community health, the hospital established the Institute for Healthy Living to focus on preventive care and wellness by offering educational and personalized health programs in both conventional and holistic medical traditions. The Institute centralizes existing programs including the Richard R. Pivrotto Center for Healthy Living, Community Health at Greenwich Hospital, the Center for Integrative Medicine, the Women’s Resource Center and Occupational and Corporate Health. The Institute underscores the hospital’s belief that preventive care will drive the future of healthcare by providing the most effective way to keep people healthy and contain costs.

Hyperbaric Therapy Services

The Center for Hyperbaric Medicine and Wound Healing at Greenwich Hospital opened, making Greenwich one of only 10 hospitals in Fairfield and Westchester counties to offer hyperbaric oxygen therapy. The Center's medical team is skilled in treating chronic, non-healing wounds.

Oncology Services

The Bendheim Cancer Center began using the Novalis TX linear accelerator, designed to customize radiation therapy while sparing healthy tissue. Greenwich Hospital also established a partnership with the Yale School of Medicine that gives patients a wide network of clinicians in addition to the cancer expertise offered locally. The Bendheim Cancer Center was awarded an Outstanding Achievement Award for excellence in patient care from the American College of Surgeon's Commission on Cancer. Greenwich Hospital was one of only three institutions in Connecticut to receive the award established to recognize programs that provide the best in cancer care.

Center for Integrative Medicine

The Center for Integrative Medicine launched new initiatives, including expanded evening hours, a free medication reconciliation consultation for people over age 65 and a parent/child workshop on using healing energy to elicit inner peace. Thousands of people turned to the Center's team of physicians and caregivers to optimize their health.

Emergency Department

The Emergency Department opened the Carl and Dorothy Bennett CT Scan and X-Ray Imaging Suite to provide on-site diagnostic testing. The suite was made possible by a \$1.75 million gift from the Carl and Dorothy Bennett Foundation. The hospital instituted a sepsis alert to mobilize a team of specialists to the Emergency Department to begin immediate intensive care.

Stroke Care Center

The hospital's Stroke Care Center received recertification from the Joint Commission as a primary stroke center that offers the latest lifesaving treatments.

Weight Loss and Diabetes Care

Plans moved forward to establish the Weight Loss and Diabetes Center at Greenwich Hospital, an outpatient program that combines all medically sound weight loss treatments and diabetes management resources under one roof.

42,651

The Emergency Department handled 42,651 visits from area residents.

New!

Plans moved forward to establish the Weight Loss and Diabetes Center at Greenwich Hospital.





204

Number of women who received free mammograms at Greenwich Hospital through a collaborative effort between the hospital and the Breast Cancer Alliance.

Community Outreach and Patient Support Services

Breast Cancer Alliance

A total of 204 women received free mammograms at Greenwich Hospital through a collaborative effort between the hospital and the Breast Cancer Alliance, which helps fund screening and diagnostic mammograms for uninsured and underinsured women.

Community Health at Greenwich Hospital & Community Health of Fairchester

As the hospital's outreach departments, Community Health at Greenwich Hospital and Community Health of Fairchester offered hundreds of health screenings, wellness programs, support groups and educational seminars in English and Spanish to an estimated 30,000 people in Fairfield and Westchester counties.

Community Health Improvement Partnership

Community and hospital leaders who comprise the Community Health Improvement Partnership (CHIP) continued to meet monthly to assess community needs. A Basketball Open House held at Wilbur Peck Court, a federally-supported housing complex, drew hundreds of residents for free health screenings and counseling, information about community resources, healthy snacks and basketball contests to foster physical activity. A program offered in collaboration with the Girl and Boy Scouts of America introduced 20 middle and high school students to healthcare careers and provided programs on health, nutrition and proper hygiene.

CPR Classes

More than 400 people attended American Heart Association infant, child and adult cardiopulmonary resuscitation classes, held at the hospital and at community and work sites in Fairfield and Westchester counties.

Families for Greenwich Hospital

Working closely with the hospital's Development Department, Families for Greenwich Hospital sponsored a benefit that drew hundreds of residents to support pediatric and neonatal intensive care services at the hospital.

Focus Magazine/Health Extensions

Thousands of homes in Westchester and Fairfield counties received these two popular publications, which highlight hospital services and programs. *Focus* was published twice during the year, while *Health Extensions* was distributed five times.

Generations

This free membership program offered seminars, wellness programs and health screenings to individuals ages 50 years and older.

Health Fairs

Greenwich Hospital took part in 38 health fairs at schools, community centers, places of worship and corporate sites in Connecticut and New York.

I Can Cope

In cooperation with the American Cancer Society, the hospital offered the “I Can Cope” series, a free education program that provides support and information to people facing cancer.

Lions Low Vision Center

The Greenwich Hospital Lions Low Vision Center helped people with moderate visual impairment to maximize their remaining vision.

Low-Cost Screenings

The hospital offered free and low-cost screenings for early detection of chronic conditions, such as heart disease and cancer, at community and work sites in Fairfield and Westchester counties. These included 102 metabolic screenings, 86 cholesterol screenings and 107 prostate cancer screenings.

“Medication Turn-in Day”

The hospital collected 150 pounds of over-the-counter and prescription medication from the community during the first “Medication Turn-in Day” which focused on the growing concern about potential safety and pollution issues caused by medications that are improperly disposed of.

Parish Nurse Program

A parish nurse program held at the First Congregational Church in Old Greenwich provided blood pressure screenings and flu vaccinations, as well as health counseling, education lectures and visits to homebound parishioners.

Radio Programs

“Spotlight on Medicine,” a weekly radio program on WGCH 1490 AM in Greenwich, featured physicians and professional staff who spoke about hospital services and events. Podcasts of the programs were posted on the hospital’s Web site.

Relay for Life

More than 500 people participated in the American Cancer Society Relay for Life held in collaboration with Greenwich Hospital.

School-based Health Programs

Programs on hand hygiene, nutrition, safe driving, healthy habits and smoking

500

Number of people who participated in the American Cancer Society Relay for Life held in collaboration with Greenwich Hospital.

30,000

Number of people in Fairfield and Westchester counties who benefited from Greenwich Hospital outreach department programs.



6,500

Number of people who received free blood pressure screenings thanks to Community Health at Greenwich Hospital.

prevention were presented to more than 3,000 children and teenagers in elementary, middle and high schools in Greenwich and communities in Westchester County. The PTA Wellness Committee collaborated with educators in Greenwich and Westchester County to develop school wellness programs and health policies. The hospital also took part in the Junior League of Greenwich's "Kids in the Kitchen" program to promote healthy eating and physical activity.

Support Groups

Thousands of Connecticut and New York residents found camaraderie and information at numerous support groups offered to help people cope with issues ranging from diabetes, chronic pain, heart disease, bereavement and sleep disorders to gastric bypass surgery, Parkinson's disease, cancer, stroke, stress and more.



Teddy Bear Clinic

The 12th annual Teddy Bear Clinic drew more than 1,000 visitors from Fairfield and Westchester counties. The popular event helps children become familiar with healthcare procedures in a family-friendly environment.

Tender Beginnings

The Tender Beginnings Program offered classes on all phases of the birthing experience and early parenthood to expectant parents, siblings and grandparents.

The Nurse Is In Program

Available five days a week, the Nurse Is In Program provided free blood pressure screenings and health counseling to more than 5,000 people at Greenwich Library, the Port Chester-Rye Brook Public Library, Rye YMCA, the Senior Community Center in Port Chester and Greenwich Hospital's Richard R. Pivrotto Center for Healthy Living. In addition, more than 1,500 free blood pressure screenings were provided at other locations in Connecticut and New York.

The Venus Clinic

The hospital's Venus Clinic provided free STD/HIV pregnancy counseling, testing and treatment.

Women's Health Resource Center

Staffed by a registered nurse, the Women's Health Resource Center in the hospital's medical library offered visitors access to print and online healthcare resources, along with information about community and hospital programs.



Volunteer Services and Greenwich Hospital Auxiliary

The Greenwich Hospital Auxiliary supported the hospital's mission in numerous ways, including the announcement of a five-year, \$1 million pledge to the Center for Hyperbaric Medicine and Wound Healing. A total of 837 adult and junior volunteers provided more than 73,000 hours of service to the hospital. Thanks to the generosity of many donors, the Auxiliary completed its five-year, \$1 million pledge to the hospital and a three-year, \$300,000 pledge to Norwalk Community College for the Center of Science, Health and Wellness. The Auxiliary raised \$10,905 through its annual fund drive and \$2,000 in matching grants from corporations. Four high school seniors pursuing healthcare careers received scholarships from the Auxiliary.

Health Information Technology

Greenwich Hospital began building EPIC, a streamlined electronic medical record system that will seamlessly integrate patient information by linking hospitals, physicians, patients and caregivers throughout the Yale New Haven Health System. The integrated system will allow caregivers to provide one standard of care across the system, leading to improved patient outcomes.

Hospitals & Health Networks magazine named Greenwich Hospital among the top 100 "Most Wired Hospitals" for a tenth year and "Most Wireless" for a second year.

837

Number of adult and teenage volunteers who provided more than 73,000 hours of service.

10

Number of years Greenwich Hospital is listed among the top 100 "Most Wired Hospitals."

One

The new electronic medical record will create one standard of care across the Yale New Haven Health System.

Finances

Despite an ailing economy and uncertainty surrounding healthcare reform, Greenwich Hospital remained fiscally sound. The hospital's consolidated net operating gain for the year was approximately \$8.5 million from operations, resulting in a positive bottom line of \$8.1 million. Greenwich Hospital's total uncompensated care (charity care, free care, bad debt and Medicare/Medicaid shortfalls) was \$44.7 million.

Looking Forward

Greenwich Hospital will focus on skillfully managing its resources as it navigates the challenges posed by healthcare reform, a fluctuating economy and a rapidly changing healthcare industry. With its emphasis on building healthy communities, the hospital is strategically poised to remain fiscally robust while strengthening its ability to provide the high quality preventive and medical care that patients expect and deserve when they choose Greenwich Hospital.



A System Approach

Yale New Haven Health System

In 1998, Greenwich Hospital became a member of the Yale New Haven Health System (YNHHS), the largest and most comprehensive integrated healthcare delivery system in Connecticut. The system includes delivery networks in Greenwich, Bridgeport and New Haven, and affiliate Westerly Hospital in Rhode Island.

YNHHS is dedicated to improving the quality and scope of healthcare services by coordinating and collaborating on patient safety, clinical and service quality, program development and medical education through its relationship with the Yale School of Medicine. The system has successfully fulfilled its original goals by increasingly sharing ideas and best practices, and by coordinating and collaborating on innovative initiatives. It has also demonstrated that the benefits of a system are extensive and ongoing. As a result, Yale-New Haven, Bridgeport and Greenwich hospitals achieved stronger, more sustainable outcomes than would have been possible as independent institutions.



13,657

Number of ambulatory procedures performed at Greenwich Hospital in 2010.

1,541,055

Number of laboratory procedures performed in 2010 at Greenwich Hospital.

Balance Sheet

Greenwich Health Care Services, Inc.

(Dollars in thousands)

Year ended September 30, 2010

Assets	
Current Assets:	
Cash & cash equivalents	\$34,318
Marketable securities	23,470
Patient accounts receivable, less allowance for doubtful accounts of approximately \$12,086,000	33,404
Other receivables	635
Inventories	1,275
Prepaid expenses & other current assets	2,349
Total Current Assets	95,451
Assets whose use are limited:	
Escrow fund for long-term debt	9
Trustee assets – self-insurance	800
By board designation	60,606
Total Assets whose use are limited	61,415
Other Assets:	
Investments held for restricted purposes	49,683
Pledges and trusts received	16,418
Deferred financing cost	518
Property and equipment	279,857
Total Other Assets	346,476
Total Assets:	\$ 503,342

Liabilities and Fund Balance	
Current Liabilities:	
Accounts payable & accrued expenses	\$15,970
Accrued salaries & vacation	10,834
Current portion of bond payable	2,260
Other current liabilities	11,677
Total Current Liabilities	40,741
Estimated professional self-insurance liability	11,838
Bonds payable	45,005
Pension liability	29,899
Other long-term liabilities	16,118
Total Liabilities	143,601
Net Assets:	
Unrestricted	310,901
Temporarily restricted	27,295
Permanently restricted	21,545
Total Net Assets	359,741
Total Liabilities & Net Assets:	\$ 503,342

Statement of Revenues and Expenses from Operations

Greenwich Health Care Services, Inc.

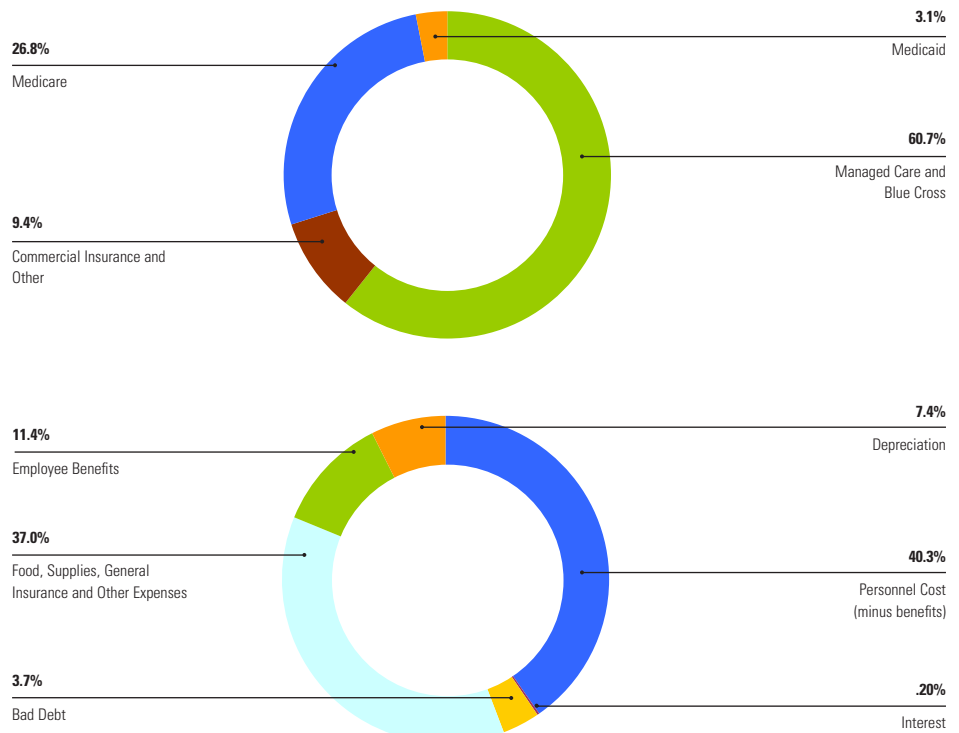
(Dollars in thousands)
Year ended September 30, 2010

Operating Revenues	
We billed patients	\$ 922,624
But because of required contractual and other allowances and the inability of some patients to pay their bills in full, we could not collect	(634,208)
Therefore we received from patients	288,416
Other operating revenues were	14,769
So that our total operating revenue was	303,185

Operating Expenses	
We paid salaries	118,901
And for employee benefits	33,486
For food, supplies, general insurance and other expenses	109,355
For interest	449
For depreciation	21,723
For bad debt	10,787
For a total of	294,701
Therefore, we had a net operating position of	8,484

\$1.00

The Greenwich Hospital dollar: where it came from and where it went in 2010.



Statistical Review

30,458

Number of diagnostic services performed at Greenwich Hospital last year.

2,202

Number of newborns who entered the world at Greenwich Hospital in 2010.

Patient beds	174
Bassinets	32
Average census	145.4
Patient days of care	53,059
Average length of stay (days)	3.9
Admissions	13,627
Newborns	2,202
Recovery Center admissions	384
Emergency Medicine visits	42,651
Outpatient Medical/Dental Clinic visits	17,384
Operating Room procedures (total)	8,466
Ambulatory procedures (total)	13,657
<i>Surgical procedures</i>	7,219
<i>Medical procedures</i>	6,438
Cancer Center visits	27,998
Diagnostic Services <i>(EEG, EKG, EMG, Cardiac Lab, Cardiac Catheterization)</i>	30,458
Cardiac Rehabilitation visits	18,428
Hearing, Speech & Language Center visits	5,494
Laboratory procedures	1,541,055
Laser procedures	2
Pharmacy orders filled (inpatient & outpatient)	533,205
Physical Medicine & Rehabilitation treatments	39,383
Psychiatric Treatment Center visits	8,092
Radiologic procedures	153,720

Greenwich Hospital Family

Trustees (including ex officio)	33
Active Medical Staff	382
Affiliate Staff	211
Outpatient Dental Staff	21
House Staff (residents)	23
Employees	1,910
Volunteers	837
Volunteer hours	73,585

Our Credentials

A major affiliate of Yale University 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 174 bed-patients, 22 infants and 10 neonatal intensive care beds.

A Subsidiary of:

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

Affiliated with:

Yale University School of Medicine and Graduate School of Nursing

Antioch College

Columbia University, School of Social Work

Fairfield University

Fairfield University School of Nursing and Graduate School of Education

Hartwick College/School of Nursing

Hunter College, Graduate School of Social Work

New York University School of Nursing

Norwalk Community College

Norwalk Hospital Respiratory School

Pace University

Westchester Community College/Respiratory Therapy

Quinnipiac University College/School of Health Sciences

University of Connecticut/School of Pharmacy

University of Massachusetts/College of Health Professions

Slippery Rock University/College of Health, Environment and Science

Northeastern University/Bouvé College of Health Sciences

University of Connecticut/School of Allied Health

University of Vermont/School of Allied Health Sciences

Sacred Heart University, Graduate Program in Physical Therapy

Springfield College/Department of Physical Therapy

New York Medical College

University of Massachusetts/Physical Therapy

New York University/Occupational Therapy

Mercy College/Occupational Therapy

James Madison University/Occupational Therapy

University of New England/Occupational Therapy

Licensed by:

State of Connecticut, Department of Public Health, General Hospital

State of Connecticut, Department of Public Health, Home Health Care Agency

Nuclear Regulatory Commission in Nuclear Medicine

Member of:

American Hospital Association

New England Hospital Assembly

Connecticut Hospital Association

Connecticut Association for Home Care and Hospice

VHA Northeast

Association of Community Cancer Centers

National Hospice and Palliative Care Organization

Hospital Lab Alliance of Connecticut

Greater New York Hospital Association

Institute for Healthcare Improvement 5 Million Lives Campaign

American Heart Association

Association of Professionals in Infection Control

Sponsored by:

Council of Teaching Hospitals and Health Systems

National Association for Home Care and Hospice

Connecticut Council for Hospice and Palliative Care

Approved by:

American Medical Association, Council on Medical Education for Continuing Medical Education Credits

American College of Radiology in Diagnostic Radiology and Radiation Therapy

American College of Surgeons Commission on Cancer

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

Accreditation:

Council for Graduate Medical Education for the Yale Affiliated Internal Medicine Residency Program

American Society of Health System Pharmacists

College of American Pathologists

National League for Nursing

American Academy of Sleep Medicine

The Joint Commission

Primary Stroke Center, Advanced Certificate by The Joint Commission

National Accreditation Program for Breast Centers

Hip and knee replacement, Certification by The Joint Commission

Spinal fusion, Certification by The Joint Commission

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