



WATERBURY
HOSPITAL

HOME is where the
HEART is!



2009 WATERBURY HOSPITAL REPORT TO THE COMMUNITY

A MESSAGE from the CEO



The last 12 months at Waterbury Hospital have been among the most difficult in my memory as we went through the hard work and made the tough decisions necessary to recover from the extraordinary losses we suffered in 2008. I'm pleased to report that our efforts have paid off, and that we ended the year with a modest gain.

We anticipate that health care reform will become a reality in 2010 -- whether the Congress passes major legislation or not. The steadily rising cost of health care services, pharmaceuticals, and so forth, are simply not sustainable, especially in an economy weakened by a prolonged recession. And too many Americans believe the inequalities in health care insurance coverage and access to health care services that exist in our country must be addressed in some sensible way. Existing laws already provide the mechanisms to expand coverage to specific populations, to curtail systemic fraud and abuse, and to hold health care providers accountable for the quality and cost effectiveness of the services they provide. As a consequence, the work we began in 2008 to correct financial problems continues to transform patient care processes at Waterbury Hospital so that we can provide the best possible patient experience; to make sure that the quality of our services are second to none; and that we become as efficient as we possibly can.

The theme of this Report to the Community emphasizes the human dimension of Waterbury Hospital -- our role as the health care "heartbeat" of our community. Certainly, the signal achievement for our community in 2009 was the granting, by the Office of Health Care Access, of permanent status for the Heart Center of Greater Waterbury. The regulatory process that led to this great outcome gave us the opportunity to showcase -- in a highly public way -- the quality of our program and its life-saving importance to our community. While the Heart Center is a partnership between Waterbury and Saint Mary's hospitals, permanent status might not have been achieved without the outpouring of support from our third "partner" (the citizens of our community), as well as the elected leaders and medical community of Greater Waterbury. Other articles in this report show some of the ways our staff gives back to the community that sustains us.

Given the uncertainties surrounding the specifics of health care reform and the lingering recession, we know that we cannot relax. The transformational work must continue. In spite of the challenges we face, however, I remain very optimistic about the future of our hospital because of the commitment of our staff and everyone associated with Waterbury Hospital to excellence in patient care, and to essential support of our community.

John H. Tobin, DMan, MPH
President and Chief Executive Officer
Waterbury Hospital

ON THE COVER: Patients of The Heart Center of Greater Waterbury. Clockwise from top left are: Robert Potz; Kathleen Noble; Joann Pullaro, RN; Todd Konnick; Gennaro Velleca and Antoinette Rinaldi.

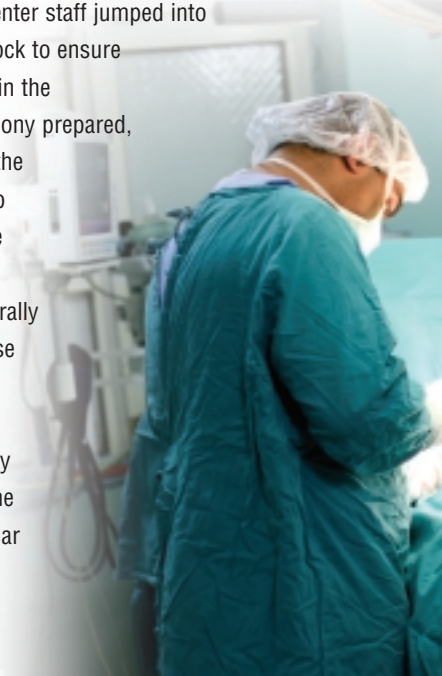


Lorraine Shea, Executive Director of the Heart Center of Greater Waterbury, sits in front of stacks of petitions supporting the permanent status of the Heart Center.

Home is where

When a cardiac emergency strikes and a heart struggles to continue beating, time can make all the difference in determining if a patient lives or dies. Since 2005, residents of the Greater Waterbury area have depended upon the Heart Center of Greater Waterbury to be their go-to provider when a heart attack strikes. Since delay in treatment of acute heart attack (due to the transfer of a patient to a hospital in another city) can lead to death or disability, having a state-of-the-art facility in their own backyard, has truly resulted in thousands of patients' lives being saved.

The Heart Center of Greater Waterbury is an advanced cardiac care program (operated jointly by Waterbury Hospital, Saint Mary's Hospital and the University of Connecticut Health Center) that has performed over 2,741 angioplasties and 913 open heart surgeries. But when the Heart Center's temporary operating permit expired in 2008, there was real danger that the doors of the Heart Center might be closed forever. While Heart Center staff jumped into action and worked around the clock to ensure that filings for permanent status in the community were received, testimony prepared, and required hearings attended, the community also came together to support a spirited and passionate campaign to "Keep Our Hearts in the Right Place" -- the campaign rally cry that came to define the intense efforts to keep the doors of the Heart Center open. Those efforts included a public rally attended by over 2,000 people from across the region that was emceed by popular radio personality, Tom Chute, of





KEEP OUR HEARTS IN THE RIGHT PLACE RALLY TO SUPPORT THE HEART CENTER
ABOVE: from left, **Joanne Borduas, RN**, Director of Outpatient Services; **Michele Christiano**, an invasive lab technician in the Cardiology Department; and **Beth Grant**, a clinician in the Cardio Rehab Department
TOP RIGHT: **John Wasik**, a Waterbury Hospital Clinical Engineer, and former Heart Center patient.
RIGHT: The rally crowd shows their support for the Heart Center.



the Heart is...

Permanently!

WATR 1320 AM; newspaper and radio ads; unprecedented support from media outlets throughout the state that kept the story on the front burner; busloads of attendees who faithfully traveled to the hearings in Hartford; and nearly 20,000 letters of petition submitted to the Office of Health Care Access (OHCA) Commissioner Cristine Vogel. State legislators and local community leaders also lent their hearty support to these efforts throughout the six-month campaign at the State Capitol, as did many other prominent officials, including **Rev. Henry Mansell**, Archbishop of the Hartford Archdiocese, and Connecticut Attorney General **Richard Blumenthal**.

Finally, it was with grateful hearts and a collective sigh of profound relief that the Greater Waterbury community learned in February 2009 that Commissioner Vogel and OHCA granted the Heart Center the privilege of becoming a permanent fixture in the community.

“Words cannot express how elated we are to be able to continue providing these top-quality services to the people of the Greater Waterbury area,” said **Loraine Shea**, Executive Director of the Heart Center. “Thousands of lives will be saved because the Heart Center is here to stay.”

“If it wasn’t for the Heart Center, I wouldn’t be here today.”

Bill Orsini, former Heart Center patient.

For patients like **Bill Orsini**, the news was cause for rejoicing. “If it wasn’t for the Heart Center, I wouldn’t be here today, I wouldn’t have been able to marry my fantastic wife and I wouldn’t have a future to look forward to,” said Orsini, who was just 28 when he suffered a massive heart attack. Because the Heart Center was so close to his Naugatuck home, he was able to get to a cardiac specialist in a matter of minutes and be stabilized for triple-bypass surgery. His doctors later told him he probably would have died if he had lost precious time trying to reach a cardiac care center outside the region.

And the next time a cardiac emergency strikes, the people of Greater Waterbury can be assured that home is indeed where the heart...er, the Heart Center...is! ■





Colleen Lawlor, RN, Waterbury Hospital Clinical Educator (top row, left end), poses with a group of graduate nurses.

Workforce and Student Development: **Building for the Future**

Waterbury Hospital spent more than half a million dollars over the last fiscal year on training programs and other initiatives designed to ensure a strong workforce for years to come. The hospital's commitment to workforce and student development features several programs that provide valuable on-the-job skills, free of charge. One of the hospital's most successful workforce programs focuses on nurses -- the backbone of any good hospital. The Student Nurse Internship (SNI) Program allows nursing students in regional nursing schools to work side-by-side with staff RN's to get real, hands-on experience before they embark on their careers. About 30 student nurses take part in the program every summer and, on average, anywhere from 60 to 80 percent of them are ultimately hired to be graduate nurses at Waterbury Hospital.

Another strong training program is offered for Patient Care Associates (PCA's) who are interested in

pursuing careers in nursing. Over the last fiscal year, with funding from the Northwest Regional Workforce Investment Board and CT Women's Education & Legal Fund, Inc., Waterbury Hospital enrolled its PCA's in a Skin Equity course in an effort to prevent bed sores during inpatient and outpatient visits. More than 35 PCA's completed the Success Strategies course and six passed the TEAS Test at Naugatuck Valley Community College. An additional 22 PCA's were expected to complete the Success Strategies class in 2009.

The Waterbury Hospital Laboratory also provides clinical laboratory training for some of the Medical Technology students associated with the University of Connecticut and Hartford Hospital School of Medical Technology. The hospital has been a clinical site since 2006, and every six months, accepts up to two students at a time to complete their Medical Technology (MT) training.

Yet another training program is the hospital's Radiology Clinical Rotation Program. The Department of Radiology participates in a program for Clinical Rotation students from five regional universities, as well as the Allied Health Careers program, which provides clinical education opportunities for students in five regional middle and high schools. ■



Olson First in Region to perform New Shoulder Procedure

Eric Olson, MD, an orthopaedic surgeon from Middlebury who is affiliated with Waterbury Hospital, became the first surgeon in the Greater Waterbury area to perform a groundbreaking procedure that allows patients to significantly regain mobility in their shoulders.

Dr. Olson performed the procedure, known as a reverse total shoulder replacement, with patients showing good results in their recovery.

Patients that had previously been unable to raise their arms to the level of their chests before the procedures were able to reach over their shoulders after their surgery.

"Their quality of life has improved greatly," Dr. Olson said.

The procedure involves a complicated operation in which the traditional ball-and-socket configuration of the shoulder joint is reversed so that the ball is placed in the socket part of the joint and the socket is placed in the ball part of the joint.



"We are tremendously proud that Dr. Olson has introduced this groundbreaking procedure to patients here at Waterbury Hospital," said **Steven Schneider, MD**, Vice President

of Medical Affairs at Waterbury Hospital. "This is further evidence of our commitment to bringing the highest quality medical care to the people of Greater Waterbury." ■

Making a Difference in Our Community



As a responsible community partner, Waterbury Hospital is committed to embracing and financially supporting a diverse group of local events and community causes. These missions of supported organizations range from health care to the arts. Supported organizations include, but are not limited to: *The Waterbury Regional Chamber of Commerce, The United Way, The Palace Theater, Easter Seals, American Lung Association, American Cancer Society, Project Homeless Connect, VNA Health at Home, The Mattatuck Museum* and others.

Additionally, the hospital's employees participate in the United Way Annual Appeal campaign, where over the course of the last five years, employees have given nearly \$300,000 to help fund United Way-supported agencies, programs and initiatives in the Greater Waterbury area. In fact, Waterbury Hospital is consistently one of the top five organizations in the area when it comes to total monetary contributions to the United Way of Greater Waterbury.

One of the hospital's proudest partnerships is with the *Home-to-Home Foundation*, a local non-profit group founded by Waterbury Hospital pulmonologist **Richard Silverman, MD**. The organization, which raises funds to help improve the quality of life for long-term nursing home residents, held a charity basketball event that featured Waterbury native and Minnesota Timberwolves NBA basketball star **Ryan Gomes**, along with several representatives from the hospital. More than \$4,200 was raised in the *Hoops for Hope* game, which also featured former University of Connecticut women's basketball players **Maria Conlon** and **Rita Wilson**. ■

WATERBURY HOSPITAL
SUPPORTS MISSIONS
AND CAUSES
RANGING FROM
HEALTH CARE TO
THE ARTS:

- **The Waterbury Regional Chamber of Commerce**
- **The United Way**
- **The Palace Theater**
- **Easter Seals**
- **American Lung Association**
- **American Cancer Society**
- **Project Homeless Connect**
- **VNA Health at Home**
- **Mattatuck Museum**

A FORCE FOR GOOD

ABOVE - TOP: From left, former Wilby High School basketball standout and current NBA pro **Ryan Gomes**, poses for a picture with **Steven Schneider, MD**, Vice President of Medical Affairs at Waterbury Hospital. Both took part in the *Hoops for Hope* charity basketball game, benefiting the *Home-to-Home Foundation*.

ABOVE: From left, **Patricia DaSilva**, Assistant Director of the Operating Room; hospitalist physician **Karl Hartmann, MD**; and Pastoral Care Coordinator **Rev. Richard C. Bollea** take part in a popcorn fundraiser outside the hospital cafeteria to benefit the United Way.

RIGHT: From left, Waterbury Hospital Department of Security employee **Mack Abney**; Department of Radiology Assistant Director **Juris Patrylak**; and Department of Hospitality employee **William Baker** help collect food donated by hospital employees for a regional food drive.



Evergreen Club 50

Offers Wellness, Exercise and Social Programming for Mature Adults



Evergreen Club 50, one of the largest and most respected wellness organizations in the area for mature adults, offers an unprecedented range of programming for both club members and the public. From exciting exercise classes to health-related presentations provided by medical experts, hundreds of attendees in the last year took full advantage of the diverse array of class offerings and presentations.

The club, which boasts nearly 15,000 members, offers low-cost or no-cost health screenings and immunizations (including Flu Clinics), Medicare counseling and free health and wellness seminars through the *It's All About You Speakers Series*. The Series invites physicians, nurses and business professionals to speak on topics ranging from Celiac Disease to autism; and from Alzheimer's disease to melanoma. The Series also offers presentations on financial and wealth management, living wills and powers of attorney. The exercise class offerings have grown each year. Currently, classes in Pilates, weight lifting and Tai Chi are available at the hospital. A recent addition to the Evergreen programming is free movie matinees which have played to packed houses at every screening. In the coming months, expanded programming will include Zumba classes, ballroom dancing and art therapy.

EVERGREEN MEMBERS TOOK ADVANTAGE OF A WIDE VARIETY OF PROGRAMS/EVENTS IN 2009, INCLUDING:

- **Exercise Programs (Weight Lifting, Tai Chi and Pilates)**
- **Free Bladder Screening**
- **Family and Estate Planning**
- **Medicare Counseling**
- **Movie Night**
- **Evergreen Book Club**

SOMETHING FOR EVERYONE

ABOVE (from top): Tai Chi instructor **Pierce Reignier** leads a class at Waterbury Hospital.

Evergreen Club 50 members at the annual Holiday Party.

Evergreen Club 50 member **Charles Moran**, who took second place in inaugural Talent Contest at the Holiday Party.

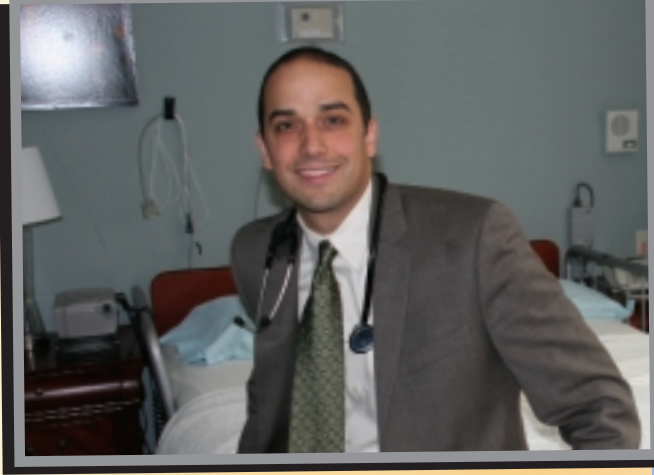
BOTTOM RIGHT: Evergreen Club 50 volunteer **Millie Rosa**, exercises with Pilates Instructor **Siobhan Costello**.

Finally, one of the most popular attractions to club members is the always-sold-out, and highly anticipated, annual Evergreen Club 50 Holiday Party, which, for the first time in 2009, featured a Talent Show competition and was hosted by popular WATR-AM radio personality Tom Chute.

With the membership in Evergreen continuing to climb, programming will become even more robust as Waterbury Hospital strives to provide opportunities for persons of all ages and walks of life to engage in activities that enrich their social, intellectual, emotional and physical well-being. ■



FINANCIAL SUMMARY



Jay Kenkare, MD, Medical Director of the Waterbury Hospital Sleep Lab

	2009	2008
NET REVENUE FROM PATIENTS	239,109,903	217,412,417
OTHER OPERATING REVENUE	7,078,655	8,817,203
TOTAL OPERATING REVENUE	246,188,558	226,229,620
OPERATING EXPENSES		
SALARIES	111,550,893	113,944,013
EMPLOYEE BENEFITS	31,209,295	30,023,778
SUPPLIES AND OTHER	94,956,951	80,880,567
DEPRECIATION	9,595,813	10,126,368
INTEREST & AMORTIZATION	1,484,698	1,596,401
TOTAL OPERATING EXPENSES	248,797,650	236,571,127
GAIN (LOSS) FROM OPERATIONS	(2,609,092)	(10,341,507)
NON-OPERATING INCOME	3,074,300	1,973,349
NET GAIN (LOSS)	465,208	(8,368,158)
ADDITIONS TO PROPERTY, PLANT AND EQUIPMENT	1,752,153	3,870,294

Hospital opens **Second Sleep Lab**

Gains National Exposure on MTV

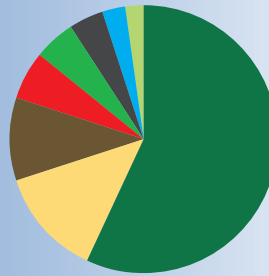
Growing demand for the treatment of sleep disorders prompted Waterbury Hospital to open a new two-bed sleep laboratory on the third floor of the Crowne Plaza Hotel in Southbury in 2009. The hospital already operates a Regional Sleep Laboratory at Middlebury Edge in Middlebury, which received national exposure when it was featured in an episode of MTV's "True Life" television show. The show followed the treatment of a Naugatuck woman with insomnia.

"People who live in towns like Southbury, Oxford and Woodbury deserve to have a facility in closer proximity to where they live."

Joanne Borduas, RN
Director of Outpatient Services at Waterbury Hospital

The hospital decided to open a second Sleep Lab to meet growing demand for treatment of sleep disorders. Sleep Lab Medical Director **Jay Kenkare, MD**, said an increasing number of studies are showing that sleep-related ailments can have serious long-term health consequences, particularly in terms of cardiovascular health, obesity and hypertension. **Joanne Borduas, RN**, Director of Outpatient Services at Waterbury Hospital, said the new Sleep Lab in Southbury was designed to make services more convenient for people across the Greater Waterbury region. "People who live in towns like Southbury, Oxford and Woodbury deserve to have a facility in closer proximity to where they live," she said. ■

Expenses

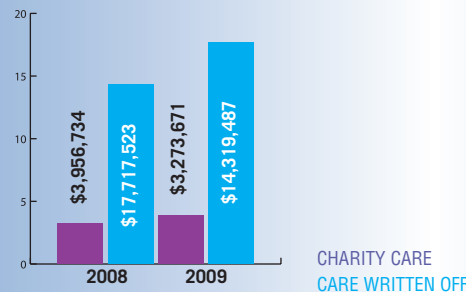


- PAYROLL EXPENSES (57%)
- PROFESSIONAL/LEGAL FEES AND INSURANCE (13%)
- MEDICAL/SURGICAL SUPPLIES (10%)
- PURCHASED SERVICES (6%)
- OTHER SUPPLIES (5%)
- DEPRECIATION (4%)
- DRUGS (3%)
- OTHER EXPENSES (2%)

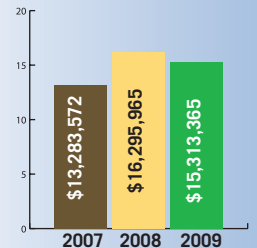
MEDICAID LOSSES 2007 - 2009

Medicaid is the government health insurance program for the poor. Losses in this area for 2009 topped \$15.31 million net of the State's uncompensated care pool funding. Medicaid patients make up about 17% of the hospital's patients, typical of urban hospitals in Connecticut.

CHARITY CARE AND CARE WRITTEN OFF FROM UNPAID BILLS

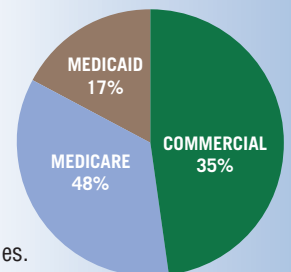


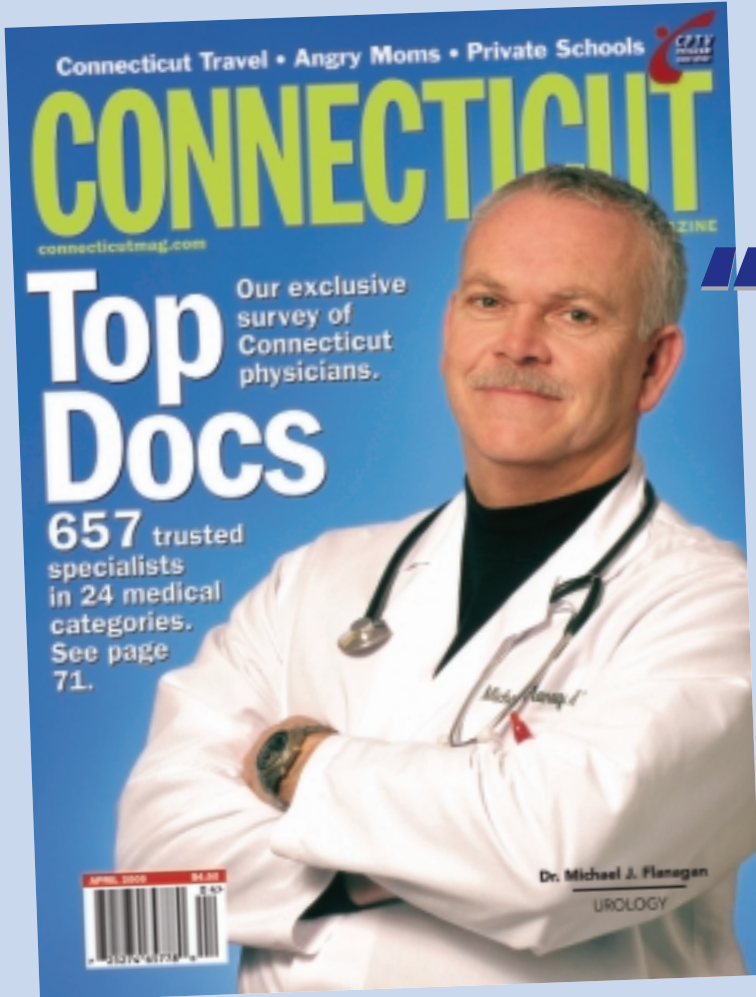
In 2009, Waterbury Hospital provided \$3.27 million in charity care. The hospital also wrote off \$14.32 million for care it provided to patients but was not fully paid for by Medicare, Medicaid, commercial insurers and self-paying patients.



PATIENTS CARED FOR IN 2009, BY MAJOR PAYER

In 2009, 65% of the care provided was paid for by the government through Medicare and Medicaid. These government payers do not cover the full cost of care, straining not-for-profit hospitals' bottom lines.





Waterbury Hospital Boasts **58**

"Top Docs"

in Annual *Connecticut Magazine* Survey

Waterbury Hospital physicians were prominently mentioned in the 2009 annual "Top Docs" issue of *Connecticut Magazine*, which lists the most highly regarded physicians in a broad range of specialties.

The issue featured no fewer than 58 Waterbury Hospital-affiliated physicians in specialties ranging from allergy to urology. The front of the annual issue featured a cover photo of Waterbury Hospital Chief of Urology, **Michael Flanagan, MD**.

The annual surveys are based on questionnaires that are sent to doctors across the state, asking them to recommend a doctor (other than themselves) to whom they would send a loved one for expert medical care. More than 2,000 questionnaires were mailed throughout the state.

In all, Waterbury Hospital-affiliated physicians were listed in 19 of the 24 categories that were surveyed. The names and specialties of all the Waterbury Hospital-affiliated doctors who appeared in the "Top Docs" issue are listed below.

<p>Allergy/ Immunology</p> <p>David H. Dreyfus Christopher Randolph</p>	<p>Internal Medicine</p> <p>David J. DeLucia Peter G. Levinson Fitzhugh C. Pannill III David J. Pizzuto Stephen R. Rubenstein James Sarfeh</p>	<p>Obstetrics/ Gynecology</p> <p>Edmund F. Funai Arthur Landry III</p>	<p>Otolaryngology</p> <p>Neil F. Schiff Martin J. Spinella Jerome O. Sugar Raymond E. Winicki</p>	<p>Psychiatry</p> <p>Alex R. Demac Robert S. McWilliam</p>	<p>Surgery: Orthopaedic</p> <p>Robert P. Hendrikson Michael J. Kaplan John Keggi Kristaps J. Keggi Andrew J. Nelson Eric J. Olson Robert S. Wetmore</p>
<p>Dermatology</p> <p>Jeffrey N. Alter Lance R. Eriksen Eugene R. Mirrer Salvatore Romano</p>	<p>Internal Medicine/ Nephrology</p> <p>Joseph L. Renda</p>	<p>Oncology/ Hematology</p> <p>Joseph J. Bowen Kert D. Sabbath</p>	<p>Pediatrics</p> <p>Charles A. Fischbein Diane L. Fountas Jane E. Rudolph Neil B. Vitale</p>	<p>Rheumatology</p> <p>David N. Podell</p>	<p>Surgery: General</p> <p>David C. Knight John J. Mazzucco Jayakara Shetty</p>
<p>Gastroenterology</p> <p>Joel J. Garsten Robert I. Leventhal Paolo Mapelli Albert R. Marano Thomas A. Rockoff</p>	<p>Neurology</p> <p>A. Roger Bobowick Steven L. Eisen Kenneth A. Kaplove</p>	<p>Ophthalmology</p> <p>Stanley B. Hersh Andrew J. Levada Neal J. Zimmerman</p>	<p>Podiatry</p> <p>Marc R. Bernbach Robert P. Matusz John J. McHugh</p>	<p>Surgery: Thoracic</p> <p>Abdel Aziz Richi</p>	<p>Surgery: Neurosurgery</p> <p>Alan S. Waitze</p>
					<p>Urology</p> <p>John K. Conant Jr. Robert A. Feldman Michael J. Flanagan York "Paul" Moy</p>

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please contact the Department of Public Relations, Media Relations and Marketing at 203.573.6717



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