New Milford Hospital

your *home* for health SM

2009 ANNUAL REPORT

Leadership Message

Despite our national agenda pushing for significant health care reform and numerous factors causing a financially challenging year, New Milford Hospital made significant strides in its quality of care, development of its workforce and infrastructure, community service and collaboration with its medical staff in fiscal year 2009.

Richard J. Henley

James Preston

HEALTH CARE QUALITY

This year, we streamlined the structure of our quality and safety initiatives through our Quality and Patient Safety Council. Monthly reporting of quality scorecards is now the norm to ensure that hospitalwide action planning and improvement practices have a positive impact on patient safety and clinical outcomes. External validation of our quality efforts came in the form of designation as a Primary Stroke Center by the State of Connecticut Department of Public Health, and Approval with Commendation by the American College of Surgeons, Commission on Cancer. Additionally, we were recognized for our success in reducing patient restraint use by the Institute for Healthcare Improvement.

Quality at the bedside continues to improve. Infection control and surveillance efforts have made New Milford Hospital a very safe facility in which to receive care. In our Intensive Care Unit, we have prevented ventilator-associated infections for nearly 2 years – not a single such infection has occurred in critical care. We have also implemented clinical pathways for pneumonia, stroke and joint replacement, enhanced Emergency Department work flow, and improved care for patients with chest pain and deep vein thrombosis.

WORKFORCE DEVELOPMENT

We introduced our developing Planetree model of care through retreats for more than 600 employees and physicians, and launched a new Employee Council to provide our employees with shared governance and a role in decision-making.

Other key developments in maintaining a strong workforce included the successful completion of a three-year nursing union agreement, our voluntary Wellness Incentive Program to reward employees who achieve their health goals, and national certification opportunities. Finally, the Hospital earned certification as a provider of CEU and CME credits for the continuing education of our physicians, nurses and other professionals.

FINANCIAL PERFORMANCE

We continue to support the long-term goal of achieving a positive operating margin, ongoing capital investment, and philanthropic support to ensure New Milford Hospital's viability as an essential community resource. We have made significant changes to set a more favorable course for the Hospital after incurring a loss of more than $5 million in 2009, setting a corrective action plan that will help us achieve a break-even budget in 2010.

We have achieved a positive cash flow by managing capital spending, and by more effectively tracking and resolving payment denials. Other resources to ensure better financial performance included state funding and grants for emergency services, behavioral health and diabetes, and more than $3 million in charitable reserves and new gifts from the New Milford Hospital Foundation to fund major capital projects.

INFRASTRUCTURE DEVELOPMENT

Several key investments in facilities, technology and programs moved forward in 2009 to maintain clinical excellence and support strategic goals. We formed a Planetree Steering Committee to guide us toward higher levels of performance as a leader in patient-centered care and formal designation as a "Planetree hospital." Other major infrastructure improvements included the groundbreaking for a new building to house a permanent MRI, initial work to upgrade information technology, the adoption of "green practices" for housekeeping and building services, improvements in food and nutrition services, and renovations in the operating rooms, kitchen and Regional Cancer Center.

Beginning in September 2009, we started discussions toward a possible affiliation with Danbury Hospital, and expect continued progress in 2010 towards exploring the creation of an integrated regional health care delivery system focused on providing the highest quality and most cost-effective care.

COMMUNITY OUTREACH

Service to our community remains a priority to build awareness of our services and promote the overall health of the region. We continued to play a leadership role in this area through activities with town governments, agencies and businesses, sponsoring more than 100 health education and outreach activities and events annually.

As a not-for-profit community organization, the Hospital delivered $1.6 million in charity care to needy patients, and provided more than $20 million in other "Community Benefit" services in 2009. In all of these efforts, we have worked to strategically position the Hospital as "Your Home for Health," underscoring our role as a great community hospital offering an unmatched combination of personal attention and high-quality health services.

PHYSICIAN RELATIONSHIPS

To support our physicians and the patients they serve, we achieved 24/7 staffing for the Hospitalist Program to improve clinical quality and the continuity of care for individuals who need to be hospitalized. Hospitalists are specialists in inpatient medicine who improve access to timely care and facilitate vital communication with each patient's primary care physician and other specialists.

New initiatives in 2010 will include the creation of a Physician Advisory Council and a Surgical Improvement Group, as well as a physician liaison role to facilitate more open communication between the Hospital and its physicians on issues of importance to patient care.

Throughout 2010, we expect to complete a thorough and deliberate series of exercises that will help us re-evaluate our services, rethink our mission, and reposition the Hospital for better days. We intend to reach this destination by preserving quality care, developing partnerships to strengthen our operations, and securing the technology and support necessary to maintain a strong financial position. You may be assured that whatever is decided, your New Milford Hospital will continue to remain an acute care facility, providing a wide range of inpatient and outpatient services.

Our Board of Directors, medical staff, management team and very dedicated employees make New Milford Hospital a "special place," and we thank all who work to support our mission on behalf of our patients and the community.

Richard J. Henley, FACHE, FHFMA
Interim President and CEO

James Preston
Chairman, Board of Directors

The Year In Review

GRANT FOR DIABETES SUPPORT

The Connecticut Community Foundation awarded a $50,000 grant over two years to the Hospital to conduct diabetes outreach, education and management with five senior centers in the state's northwestern region. The funding expanded support for senior adults in New Milford, Bridgewater, Roxbury, Warren and Washington by a certified diabetes educator. As part of a growing health partnership, the arrangement has facilitated more community-based education and disease control as recommended by the State Department of Public Health in its Connecticut Diabetes Prevention and Control Plan 2007-2012.

PATIENT SATISFACTION

New Milford Hospital remains committed to providing every patient with a highly personalized experience to nurture the mind, body and spirit. Working with Press Ganey Associates, our partner in measuring and improving patient satisfaction, we have sustained a level of performance for inpatient care that has ranked us in the top 10 percent of Connecticut hospitals continuously since 2007, and in the top 20 percent of Connecticut hospitals for emergency care for the same time period. Hospital initiatives throughout 2009 focused on improving the experience for patients and families in the Emergency Department, Regional Cancer Center, Orthopedics, Food and Nutrition Services, and Inpatient Medicine.

FAMILY AFFAIR WITH NEW KENT DOCTORS

With the arrival of two new doctors to northwestern Connecticut in 2009, Kent Med-Peds at 38 North Main Street continues to serve the community of Kent and surrounding towns with a family focus. The husband-wife team of Daren Garb, M.D., M.P.H., and Christie Garb, M.D., is providing primary care for children and adults in affiliation with New Milford Hospital. The couple relocated from Modesto, California, after completing their family practice residencies with the Stanislaus Family Practice Residency Program, Modesto, each serving as chief resident, and earning their medical degrees at New York Medical College, Valhalla. Both doctors are board certified in family medicine.

CARDIOLOGIST AT REGIONAL HEART CENTER

The Regional Heart Center welcomed Cardiologist William M. Cicio, M.D., F.A.C.C., to support the continued growth and development of services for people with cardiovascular disease in late-2008. Later in 2009 as Medical Director, Diagnostic Cardiac Services, Dr. Cicio announced the re-accreditation of the Hospital's cardiovascular testing services by the Intersocietal Commission on the Accreditation of Echocardiography Laboratories. The three-year designation recognized the high quality of testing, interpretation and reporting activities. A fellow of the American College of Cardiology and board certified in cardiovascular diseases and nuclear cardiology, Dr. Cicio was previously in private practice in Florida and Virginia. He completed a cardiology fellowship at Stony Brook University Hospital, and an internal medicine residency at Winthrop-University Hospital, Mineola, following medical school at State University of New York at Stony Brook, Long Island.

RECOGNITION FOR PATIENT SAFETY

A quality improvement team at New Milford Hospital was recognized for its work to improve patient safety by the Institute for Healthcare Improvement (IHI), which held its 2009 annual conference in Orlando. "Changing Hearts, Minds & Actions: A Quality Improvement Initiative to Reduce Restraint Use," conducted by the Hospital's nursing and quality management professionals, was a poster presentation at the event. This effort resulted in a more than 50% reduction in the use of restraints, a 73% reduction in the duration of restraint episodes, and no significant change in patient safety (patient falls resulting in injury). Restraint use, while sometimes necessary for safe patient care, is a practice that hospitals across the nation work to minimize. This initiative was also selected as one of only 25 poster finalists at NewYork-Presbyterian Healthcare System's Quality Symposium, "Synchronicity: Key Improvement Strategies in the Changing Reimbursement Environment," held at the New York Athletic Club in October.

PLANETREE PATIENT-CENTERED CARE

Since New Milford Hospital became a Planetree hospital in 2008, more than 600 employees completed initial training to learn about principles that serve to "personalize, humanize and demystify" the patient experience. Under the guidance of Robert Sommer, Vice President of Human Resources and Planetree Executive Sponsor in 2009, and Planetree Coordinators Brenda Warren, B.S.N., M.H.A., and John Profeta, the Hospital formed a Planetree Steering Committee to prioritize upcoming projects that will further enhance our teams, facilities and programs for patient-centered care.

Although the phrase "patient-centered care" is defined and used in a variety of ways, the essential theme is the importance of delivering health care in a manner that works best for patients. Key Planetree initiatives in 2009 included: a Healing Herb and Culinary Garden, enhancements in food and dining services, and the expansion of integrative therapies such as Reiki, guided imagery, traditional massage, healing drum circle, chair yoga and M-touch technique.

Perhaps one of clearest indications of progress with the Planetree model of care was the Hospital's Spirit of Planetree Award received at the 2009 national conference for excellence in nutrition services.

EMPLOYEE HEALTH & WELLNESS

New Milford Hospital launched a voluntary Wellness Incentive Program for its employees to help reward them for efforts to improve their health. Through approved activities such as smoking cessation, exercise and nutrition programs, stress management, health coaching and management of an existing health condition, employees had the opportunity to earn a total of $200 by maintaining their health or reducing risk factors throughout the year. More than 120 employees participated.

MEDICATION SAFETY

A team of Nursing, Pharmacy, Purchasing, Information Technology and Finance experts at New Milford Hospital collaborated to bring the Pyxis® automated medication management technology to the inpatient care setting. The system offers new capabilities that help make the medication management process simpler, safer and more secure, while helping staff work more efficiently and effectively to deliver high-quality hospital care. Nurse Manager Mary Deighan, B.S.N., said that Pyxis will allow New Milford Hospital to enhance nurse and pharmacist productivity by simplifying workflow. "Pyxis will help us start patient therapies faster by reducing turnaround time, and solidify the pharmacy order review to support compliance, improve our processes and control costs."

HEALTHY FOOD INITIATIVES

In Litchfield County, New Year's resolutions for "eating healthier" or "losing weight" received an added boost in 2009, following three years of community outreach and education by the Plow to Plate™ initiative led by New Milford Hospital. Plow to Plate continued to gain momentum with two grants: a $27,000 municipal grant from the state Department of Agriculture (DOAG) to the Town of New Milford for youth education and facility enhancements, and a $4,000 grant from Webster Bank to the youth culinary skills program and related community events.

Plow to Plate's mission is to promote the joy, health and economic well-being that comes from a community united in support of local farmers and healthy foods shared with friends and families. The DOAG grant was used to upgrade the kitchen at The Maxx (New Milford Youth Agency), where Plow to Plate hosts its youth culinary program, teaching middle- and high-school students about farms, nutrition and locally grown foods.

(continued)

HEALTHY FOOD INITIATIVES (CONTINUED)

Webster Bank's grant allowed the program to continue events about food and healthy eating for the community.

Plow to Plate also facilitated the participation of 14 youth chef-advocates at FoodMed 2009, the third international conference on healthy food in health care sponsored by Health Care Without Harm in Detroit. They collaborated with a leading chef at the MGM Grand Hotel, presented the program's aims through a video, and visited an urban garden project with their Detroit peers to share experiences in promoting healthier lives.

Additionally, Plow to Plate was featured on the Sundance Channel's Grains of Change series, which was presented by Kashi to share inspiring stories from people involved in healthy, earth-friendly activities for their communities.

Marydale DeBor, Vice President of External Affairs at New Milford Hospital, Chef Anne Gallagher and Pediatrician Diane D'Isidori, M.D., have spearheaded the initiative to promote and increase the consumption of healthy, locally grown food by the community at large, as well as within institutional settings.

CONSTRUCTION FOR MRI SERVICES

New Milford Hospital obtained approval from the Office of Health Care Access to replace a mobile MRI that is currently used five days a week, with a permanent MRI to improve access, comfort and privacy for patients. The project was subsequently approved by the Town of New Milford's Zoning Commission. With construction underway, the new MRI will open in the summer of 2010.

CHARITABLE GIFTS IMPROVE ENVIRONMENT OF CARE

The New Milford Hospital Foundation Board of Directors approved the release of $3.1 million in charitable gift funds to the Hospital for the purpose of supporting five construction, renovation and remodeling projects that will be undertaken during fiscal year 2010.

The construction of a 4,000-square-foot, two-story steel structure with brick veneer that will house a permanent MRI began in October 2009. Funded by The Diebold Foundation and the Diebold Family, the MRI building is located at the north end of the Hospital campus between Cardiovascular Testing and the Regional Cancer Center. The patient reception area in the Cancer Center received new carpeting, furnishings and lighting last fall – thanks to a grant from the Lawrence J. Portell and Natalie D. Portell Foundation. Renovations to offices and treatment areas in the Cancer Center were made possible by the Estate of Nancy Elwood.

Upgrades in lighting, flooring, surgical carts and cabinetry, along with much needed repairs of walls, floors and ceilings, will achieve strategic quality objectives for the operating suites. A capital gift from Agnes Gund, held in reserve by the Foundation, is now funding these renovations.

The gateway to "Your Home for Health," otherwise known as the Hospital's main entrance or "Main Street," is undergoing a transformation thanks to gifts from the Hettinger Foundation and The Hauser Foundation. The new entry will have an expanded lobby with a new Ambassador/Reception Desk, new lighting, carpeting and signage, and a "water wall" that will provide a warmer, more welcoming experience for patients and visitors.

"Every aspect of these capital projects is designed to enhance patients' experience, knowing that they and their families need to feel safe, comfortable and secure when seeking care here," said Richard Henley, Interim President and CEO. "We are ever grateful to the donors whose faith and confidence in New Milford Hospital have made this work possible."

CANCER CLINICAL TRIALS

Connecticut Oncology and Hematology, the medical oncology physician team at the New Milford Hospital Regional Cancer Center, was awarded a $15,000 grant from the Connecticut Clinical Oncology Trials Network to improve access to clinical research trials for patients and the community.

The practice, which includes Ivan Lowenthal, M.D., Michael Magnifico, M.D., Jedd Levine, M.D., Debra Brandt, D.O., Anne Chiang, M.D., Ph.D., and Gerard Kruger, M.D., has collaborated on numerous cancer initiatives at the Hospital, which celebrated its 10th anniversary of the opening the Regional Cancer Center in spring 2009.

The grant served to educate patients and the public about the importance of clinical trials and increase participation in them. The focus of education was to dispel myths, and inform the community and physicians about the importance of these trials in finding "the cure" and developing improved treatment options. Dr. Brandt is the Research Program Director at the Hospital.

ULTRASOUND ACCREDITATION

The Radiology Department has been awarded a three-year term of accreditation in the areas of obstetrics/gynecology, general and vascular ultrasound imaging services following a site survey by the Committee on Ultrasound Accreditation of the Commission on Quality and Safety of the American College of Radiology. This accreditation includes peripheral vascular, cerebrovascular and deep abdominal vascular testing.

New Milford Hospital received a 99% score for achieving high practice standards after a peer-review evaluation that included assessment of staff credentials, exam quality and the facility's equipment.

Vital Statistics

FINANCIAL SUMMARY

	2008	2009
Total Gross Patient Revenue	214,881,401	230,831,708
Net Operating Revenue	90,887,250	90,260,157
Total Operating Expenses	92,395,616	95,786,875
Net Gain/(Loss) From Operations	-1,508,366	-5,526,718

OPERATING SUMMARY

	2008	2009
Admissions	3,032	2,774
Days of Care	11,785	9,874
Average Length of Stay	3.9	3.6
Ambulatory Surgery Visits	2,648	2,774
Behavioral Health Clinic Visits	5,771	7,075
Laboratory Tests	317,161	340,809
Nuclear Medicine Exams	2,897	2,400
Cardiac Exams	12,838	12,448
Radiology Exams	27,216	28,742
Medical Oncology Visits	6,561	7,853
Radiation Therapy Visits	2,818	2,794
Births	343	296
Emergency Room Visits	19,553	19,146
Operating Room Cases	3,338	3,342

COMMUNITY BENEFITS PROGRAM

In 2009, New Milford Hospital contributed more than $21 million in in-kind services to more than 86,000 residents as part of its overall not-for-profit mission. These community benefits, serving individuals and families, included:

- Charity care $1,620,381
- Government-sponsored health care (Medicare/Medicaid shortfall) $15,271,998
- Other public programs (bad debt, etc.) $4,081,838

"YOUR HOME FOR HEALTH" CAMPAIGN

The Hospital launched a new strategic and brand positioning campaign – emphasizing the high quality and personal attention that characterizes the Hospital's approach to providing care. Board Member and Marketing Committee Chair Robert Lenz, said, "We are further defining what a great community hospital is by offering an unmatched combination of skill and professionalism to meet patients' needs with timely, appropriate care that will make them feel better in mind, body and spirit." The campaign features mural-style images in soothing colors that depict patients and their caregivers, along with the Hospital's Planetree principles for providing patient-centered care.

Directors, Management & Medical Staff

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Senior Management

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Frederick A. Browne, M.D., MBA	Chief Medical Officer
Sharon Narducci, APRN	Chief Quality Officer
Dana Diggins	Vice President, Finance**
Sally Herlihy, FACHE	Vice President, Regulatory Compliance
Robert Sommer	Vice President, Human Resources
Marydale DeBor, J.D.	Vice President, External Affairs

*Joseph P. Frolkis, M.D., Ph.D., served as President and CEO through 9/14/09.
**Dennis Primavera served as Vice President, Finance and Facilities, through 6/2/09.

Medical Staff

This list includes all physicians with active, senior and consulting privileges held between October 1, 2008 and September 30, 2009, and those appointed between October 1, 2009 and December 31, 2009.

OFFICERS OF THE MEDICAL STAFF

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Joan Puglia, M.D., Immediate Past President
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Pediatric Dentistry
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Michael Levine, M.D.,FACC, Chairman
Justyna Watkowska, M.D.

Cardiology (Interventional)
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Lawrence Laifer, M.D.
Kotaro Obunai, M.D.

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Daren Garb, M.D., M.P.H.

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Stephen Yu, M.D.

Vascular Surgery
Jeffrey Sanderson, M.D.

New Milford Hospital Foundation

We are pleased to recognize the hundreds of donors who contributed to the New Milford Hospital Foundation during our fiscal year 2009: October 1, 2008 through September 30, 2009. Acknowledged here are gifts to the Annual Fund, gifts in kind, and gifts and grants for specific purposes, including capital projects. The generosity of our donors is essential to the Hospital's ability to meet the health care needs of our region. As the Hospital moves into a new decade of growth and development, our donors can be assured that all contributions to the New Milford Hospital Foundation will be invested locally in the clinical services and operations of New Milford Hospital.

$20,000+

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Dr. Pamela A. Cantor
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