As I reflect upon the past 12 months, 2011 was a remarkable year of momentum-building. I can trace much of this momentum to the hospital’s first full year under the Hartford HealthCare vision — a hospital operating within an integrated system, dedicated to providing patients with exceptional personalized coordinated care.

Under this vision, 2011 was the first full year the hospital implemented H3W, short for “How Hartford HealthCare Works.” The foundational principle of H3W is that employees have the ideas needed to improve hospital quality and performance. Led by Cary Trantalis, Vice President of Operations, H3W internal brainstorming and team-building unleashed the abundant creativity, wisdom and energy of our 600-plus employees toward achieving common goals. The result was a dramatic improvement in patient satisfaction.

Another huge momentum-builder was State funding for the new medical office building. It’s not so much the bricks and mortar, as it is the synergies that will be created by bringing together a range of existing and new clinical resources in a single, customer-friendly, confidence-building facility. When completed in 2012, this new medical office building will make it easier for consumers to navigate the various services they need.
One example of excellence in personalized coordinated care is Windham Hospital's new Breast Cancer Navigators. They provide breast cancer patients with support and practical help with problems that arise during the day-to-day struggle with breast cancer. By taking care of many of the logistical issues, navigators help patients to focus on treatment and recovery, with less stress and better outcomes.

As you'll see inside this annual report, Windham Hospital's Emergency Department built momentum in a big way. So did the transition to state-of-the-art electronic medical records, a new partnership with Clinical Laboratory Partners, and the successful recruitment of physicians in a range of specialties who are bringing new levels of expertise and convenience to thousands of consumers in eastern Connecticut.

Our accomplishments are indeed exciting, but I am even more enthusiastic about the future. I thank you for your ongoing interest in and generous support of this community hospital. We truly are building something great, and the best is yet to come.

Sincerely,

Stephen W. Larcen, PhD
Interim President and CEO
A huge vote of confidence in Windham Hospital took place in the summer of 2011, when the State Bond Commission approved $8.3 million for construction of a new 30,000 square foot medical office building on 2.5 acres adjacent to the hospital. “A great hospital says a lot about a community,” said State Senate President Pro Tempore Donald E. Williams Jr., D-Brooklyn, who was integral in securing the funding for the project. Governor Dannel P. Malloy echoed his sentiments and added, “The construction of new space for Windham Hospital will provide jobs in the near term, and sustained economic growth in the longer term as doctors and others move to the area to open their practices.”

In early fall, Lt. Governor Nancy Wyman, Senator Williams, Congressman Joe Courtney, and other state and local dignitaries as well as physicians and staff, were on hand to applaud the launch of the new project and witness the ceremonial turning of the spade for the new medical office building. Lt. Governor Nancy Wyman commented that, “This will truly be a place where patients can
receive all their care, in an easy-to-access venue." Her sentiments were echoed by Elliot Joseph, President and CEO of Hartford HealthCare, who talked about the system’s “vision of providing complete care for the whole person, in a local setting.”

When completed in late 2012, the new medical office building will be home to various hospital services and dozens of primary care physicians, medical oncologists, physical therapists and rehabilitators, laboratory workers, orthopaedic surgeons and general surgeons.  

I n addition to the new medical office building, many other facility-related infrastructure projects were launched in 2011, including the implementation of Allscripts Sunrise Acute Care™, an advanced, secure online system that seamlessly integrates inpatient and ambulatory care services through a single electronic medical record (EMR). Combined with computerized physician order entry (CPOE), this new system enables physicians, nurses and other clinicians to access real-time patient data across locations and departments. According to Francis Siracusa, MD, FACS, who has been using an EMR in his office for nine years and is a strong supporter of the EMR effort, the new system “will support physician decision-making using evidence-based practice guidelines and provide real-time feedback in hopes of improving patient safety and outcomes.”

The hospital’s new Department of Clinical Informatics team is coordinating the implementation, with a new training room in the former diabetes classroom. Kismat Detroja, MD, is the hospital’s physician champion and will provide clinical guidance throughout the process.

**Medical Office Building to House**

**ELITE SURGEONS AND MEDICAL STAFF**

Stephen Scarangella, MD, a long-time member of the Windham Hospital staff, was one of the first physicians to sign a lease in the new medical office building. Dr. Scarangella, an orthopaedic surgeon who specializes in procedures related to hands and the upper extremities and also treats sports-related injuries involving children, recreational athletes and elite college and professional athletes, will move his practice into the new building at 605 Valley Street when the facility is completed in late 2012. The versatile surgeon whose resume reads like a Who’s Who of the sports world is a team physician for the Connecticut Tigers baseball team (the Single A affiliate to the Detroit Tigers), team physician for the athletic teams of Eastern Connecticut State University and a consultant to PGA Tour Players and officials at the Travelers Championship. Dr. Scarangella’s philosophy when treating a patient is to utilize a conservative, non-operative approach. When that approach is not indicated, he uses expert, evidence-based, minimally invasive, reconstructive surgical techniques along with early, aggressive post-operative rehabilitation with an experienced rehab team to restore form and function to his patients. He said he thinks this approach is why he has been able to work with so many professional athletes like Pablo Sandoval and Madison Baumgartner who each played for the 2010 World Champion San Francisco Giants. “These athletes, understandably, want to have a career as long as they possibly can,” said Dr. Scarangella. “They just don’t have time for complicated, invasive surgeries and even longer recovery times.”

**Kismat Detroja, MD**
In March 2011, Hartford HealthCare made its public branding debut as it sponsored one of Connecticut’s most popular sporting events—the Big East Women’s Basketball Tournament—and unveiled a new logo and graphic identity. The new “look” which features a four-color logo, visually links all of Hartford HealthCare’s entities, including Windham Hospital, as all system partners now share a common look and feel.

Together, the entities that comprise Hartford HealthCare can provide better care than any one can provide alone—including hospitals, medical offices, rehabilitation services, behavioral services, clinical laboratories and home health services. A system of care that’s organized around patients gives patients easy, coordinated access to the right care in the right place at the most affordable cost. The new logo and graphic identity are designed to convey this “connected healthcare.”

At Windham Hospital, staff members worked with their counterparts within the system to integrate and coordinate marketing efforts, and to identify new and creative opportunities for communication. The “facelift” of all marketing materials at Windham began with a newly re-designed series of newsletters—HealthLink, StaffLink, and Vital Signs—which showcased physicians, staff members and services at the hospital. Additionally, Windham’s website (www.windhamhospital.com), brochures, posters and other collateral materials are all in the process of being revamped to include the new logo and content that relays the hospital’s relationship with Hartford HealthCare. Numerous radio, newspaper and television advertisements touting Windham service lines such as women’s services and the emergency department were also released in 2011, all of them prominently featuring the new logo and emphasizing the collaborative care available throughout the Hartford HealthCare system.
Windham Hospital at
www.facebook.com/windhamhospital.

Over the past year, Windham Hospital has been involved in a journey, along with other Hartford HealthCare member organizations, to develop a set of values that would be commonly shared among all partners of the system.

Mona Friedland, Vice President of Philanthropy, and Martin Levine, Vice President of Human Resources, were Windham’s representatives on a team which studied and discussed the importance of values that define all affiliates within the system and which will define and distinguish Hartford HealthCare. Ultimately, the values the team developed reflect ones that Windham and other partners have previously held in each individual organization over the years.

The newly identified four core values of Integrity, Excellence, Caring and Safety shortly led to the establishment of Standards of Behavior that support and flow from each of the values. Today, all that Windham Hospital does emanates from these shared values and standards and they serve as the foundation to propel the hospital toward its mission and vision and to daily serve as a model for how staff treats each other and the patients who walk through the hospital’s doors.

MAKING CONNECTIONS WITH SOCIAL MEDIA

Hospital Launches Brand New Facebook Page

Tapping into the growing popularity of social media, Windham Hospital launched a brand new Facebook page last spring that drew 200 “likes” within the first two weeks. The page updates users about hospital events, the latest medical technology and procedures available at Windham, physician and staff accolades and recognition, and health and wellness educational and social opportunities. The hospital will be exploring other social media platforms in the coming fiscal year that can assist in the focused release of messaging for specific demographics in the hospital’s service areas and beyond. Those include YouTube, Twitter and other social media outlets.

Windham Hospital at
www.facebook.com/windhamhospital.

HOSPITAL EMBRACES NEW VALUES

Serves As Daily Reminder of How Staff Treats Patients and Each Other

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According to Press Ganey, an independent patient satisfaction survey organization, Windham Hospital’s Emergency Department was ranked in the 99th percentile in Connecticut. The hospital received scores that were nine points higher than its peers in the system, and 7.6 points higher than its own previous marks compared to all other Connecticut emergency departments. The increase in rank was noted in a report from Press Ganey in the spring of 2011. In recognition, the hospital received a “Journey to High Performance” certificate from Press Ganey, specifically citing the Emergency Department for excellence. The ratings were based on patient satisfaction for emergency department wait times to see a physician, radiology testing wait times, patient arrival at the hospital, patient interactions with doctors and nurses in the emergency department, information provided by the facility’s nursing staff and the handling of insurance and other personal information.
Based on a 2010 Consumer Assessment of Healthcare Providers and Systems (CAHPS) Hospital Survey, 74.5% of patients rated Windham Hospital 9 or 10 on a 10-point scale, a jump of 24% compared to a previous survey. This survey monitors patient satisfaction at hospitals across the United States. At each hospital, a random sample of adult patients across medical conditions are asked a series of 27 questions about their recent hospital stay. Interviews take place between 48 hours and six weeks after discharge.

Windham Hospital is one of only a handful of hospitals in Connecticut that empowers consumers to track Windham Emergency Department wait time via the web, texting and an Apple app. Now, patients who need emergency medical services and plan to visit the Jeffrey P. Ossen Emergency Center, can log on to the Windham Hospital public website at www.windhamhospital.org and view the wait time displayed in real time. The online display lets patients know the expected wait from the time they enter the Emergency Department until they are seen by a physician or physician’s assistant. Additionally, patients can text their zip code to 437411 and receive a text message (standard text rates apply) with the anticipated wait time or they can receive the Windham wait times via their iPhone by downloading a free app from Apple’s App Store. The online ED wait time display was developed in cooperation with a team from the Hartford HealthCare Information Technology division, as well as the Hospital of Central Connecticut (which, like Windham Hospital, is a Hartford HealthCare partner).

EMERGENCY DEPARTMENT WAIT TIME AVAILABLE ONLINE, VIA TEXT OR THROUGH AN APPLE APP
"I truly believe that if it were not for the quick actions of these individuals, who acted without regard to their own personal safety, this young woman would have perished as a result of this accident."

- Mansfield Deputy Fire Chief William Jordan
Every day, Windham Hospital staff and clinicians take extraordinary steps to save lives. For example, en route to another call, two Emergency Paramedics came upon a fiery head-on collision between two vehicles in Mansfield. Holding their breath in the dense smoke, John Levasseur and Ryan Monahan pulled an unresponsive 30-year-old woman from one of the vehicles, called for LifeStar and administered initial treatment for her injuries.

The two men were honored for their heroic efforts by Mansfield Fire Chief Dave Dagon and Deputy Chief William Jordan during a special recognition ceremony at the meeting of the Mansfield Town Council. “I truly believe that if it were not for the quick actions of these individuals, who acted without regard to their own personal safety, this young woman would have perished as a result of this accident,” said Deputy Chief Jordan. “Their actions go above and beyond what we would expect from a first-response team. These were true acts of heroism and these men are prime examples of dedicated and compassionate professionals.”

**PARAMEDICS PUT THEIR LIVES AT RISK TO RESCUE WOMAN**

Pictured below (left to right): Mansfield Deputy Fire Chief William Jordan, Windham Hospital paramedic Ryan Monahan, paramedic driver John Levasseur, and Mansfield Fire Chief Dave Dagon.
Windham Hospital has always had a high-quality laboratory in terms of service and turnaround. However, resources have not been available to provide local physician offices with computerized physician order entry (CPOE). “About 18 months ago,” said Cary Trantalis, Vice President of Operations, “we began discussions with Clinical Laboratory Partners (CLP), with the goal of keeping laboratory work and volume at Windham Hospital and within the Hartford HealthCare system.” The team was led by Kim Ninteau, Laboratory Technical Director.

A win-win partnership began to crystallize. Created in 1998 and based in Newington, Clinical Laboratory Partners is a statewide, full-service clinical laboratory affiliated with Hartford HealthCare. However, CLP was not strong in eastern Connecticut, and eager to build a customer base here.

“Getting us all involved in the early stage was crucial to our success,” says Nadia Nashid, MD, Laboratory Medical Director. A vision emerged, to create a network of draw stations at medical group offices, to improve patient access and convenience. CLP would equip physician offices and would draw specimens and using EMR, electronically send lab orders to CLP which is interfaced with Windham Hospital. The EMR system would enable offices to print specimen labels and specimens would then be couriered to the Windham Hospital lab for processing. Key benefits would be greater efficiency and quicker turnaround time.

To achieve the vision, Phase I identified a beta site with EMR. Mansfield Family Practice, located at 34 Professional Park Road in Storrs near the UConn campus, agreed to participate. The implementation process began in April and was completed in September.

Phase II will add draw sites at Windham Medical Group and Coventry Internal Medicine.

Nashid believes that without this CLP partnership, Windham Hospital would have eventually lost 100 percent of its patient lab work. “With government incentives for medical offices to take advantage of CPOE, the alternative path would have been for another commercial lab outside of Hartford HealthCare to step in. Instead, we are building a strong foundation for future laboratory growth.”

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CLINICAL LABORATORY PARTNERS AND WINDHAM HOSPITAL PARTNERSHIP

EXPANDS LABORATORY SERVICES AND ACCESS

“Getting us all involved in the early stages was crucial to our success.”

- Nadia Nashid, MD
  Medical Laboratory Director

Nadia Nashid, MD
In 2011, Windham Hospital volunteers donated 20,325 hours of service valued at more than $430,000. The team included 128 adult volunteers, 97 University of Connecticut and Eastern Connecticut State University student volunteers, and 57 junior volunteers. Volunteers contribute their time and talents in many different capacities and in a variety of positions ranging from Information Desk Greeters to Sales Associates in the Coffee Shop and the Gift Shop; and from Patient and Family Liaisons to Transportation Aides or Clerical Assistants. With genuine smiles on their faces and giving hearts, volunteers freely donate their talents to help support patients, families, and staff within the hospital. In turn, volunteers benefit by being exposed to careers in healthcare, learning new skills, and making new friends. For example, instead of playing computer games or hanging out at the pool or beach, 35 students from local high schools chose to spend their summer vacation volunteering at Windham Hospital in the Junior Volunteer Program, which the hospital has sponsored for the last 50 years. The students, ages 14-18, engaged in a number of tasks including escorting patients, providing reading materials for patients, transporting medical equipment, and assisting staff in different departments with a range of projects. At summer’s end, many students remarked upon how helpful it was to them — as they begin to make decisions about their academic careers and professional futures — to engage in real-life healthcare jobs and to network with staff in several clinical disciplines.

In 2011, many local, state and federal officials demonstrated their support of Windham Hospital. Early in the year, U.S. Congressman for Connecticut’s 2nd District, Joe Courtney, held a roundtable discussion at the hospital that was attended by both Windham Hospital and Hartford HealthCare leaders. The open discussion focused on priorities and strategies for Windham Hospital, as well as the impact of State and Federal budget cuts.

The Windham Hospital Board of Directors also presented an award to Secretary of State Denise Merrill. Merrill served as State Representative from the 54th General Assembly district for 17 years, representing the towns of Mansfield and Chaplin. During her tenure as a state legislator, she was a consistent advocate of the hospital.

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Pictured right (top): Congressman Joe Courtney attended the ground-breaking for the medical office building; (bottom) Secretary of State Denise Merrill with Hospital Board Chair Dennis Hannon.
Windham Hospital was the sole recipient of a two-year smoking cessation grant from the Connecticut Department of Public Health. The $162,924 grant is being used to provide emergency department staff training, screening and counseling to patients, their family members and visitors. Tobacco users are encouraged to stop smoking, and referrals are made to the CT Quitline. Statewide, an estimated 4,900 people die each year as a result of smoking-related diseases. Helping local citizens to stop smoking is a crucial step to better health.}


e the mission of the Windham Hospital Foundation is to build a bridge between the community and the hospital, and to enhance the resources that support the hospital in meeting the healthcare needs of the community. The Foundation works with internal and external groups in the community to maximize the impact of friendraising and fundraising. The Auxiliary to Windham Hospital, which was formed in 1933 and the Golf Classic, which began in 1995, have also contributed hundreds of thousands of dollars to purchase equipment, build new facilities and add to the many outstanding services provided at Windham Hospital. The Foundation, through its Board, staff and Councils, is developing relationships with loyal donors to assure that Windham Hospital will be here for generations to come. Through annual giving programs, major gifts (President’s Circle and Business Partners) and planned giving initiatives such as the 1933 Society, a culture of philanthropy is growing at Windham Hospital. Additionally, hundreds of dedicated volunteers are helping to spread the word that giving to the Windham Hospital Foundation is a great way to care. More information about the Auxiliary and Golf events can be found on page 15.

Windham Hospital received a $4,960 grant from the Connecticut Office of Rural Health to improve outcomes for heart failure patients served by the hospital. The funding is being used to provide education programs for staff, community providers, local nursing facilities, and home care agencies to help increase compliance with discharge instructions.
In 2011, The Auxiliary to Windham Hospital once again sponsored some unique fundraising events, including a luncheon to honor Auxilian Georgina Hendrick, a dedicated volunteer. On a beautiful June evening, “Spirits at Innisfree” was held at the home of Joan and Austin McGuigan, where guests enjoyed gourmet noshes with bagpipes and fiddlers serenading them. The Shaboo Blues Festival, a benefit concert, was held at Jillson Square at the end of June and featured the Elvin Bishop Group, the James Cotton Blues Band and local and national celebrity David Foster and the Shaboo All-Stars. The event raised funds to construct a new outpatient and oncology suite in the hospital’s Ambulatory Care Unit. The Auxiliary’s Annual Autumn Gala, "Moonglow," was held in Hartford. The event honored Soroptimist International of Willimantic, Philanthropists of the Year; Francis Siracusa, MD, Physician of the Year; and Carol Palonen, RN, Caregiver of the Year.

The Auxiliary was proud to award three $1,000 scholarships to graduating high school seniors, Ryan Schoeplein, Monique Gagnon and Chiana Montesi in June 2011, all of whom will pursue careers in healthcare. Additionally, a scholarship was established this year in the name of the late Anne L. Card, a dedicated member of the Auxiliary, who volunteered at the hospital for more than 50 years.

The Jeffrey P. Ossen Family Foundation, a private family foundation, awarded $64,000 to establish a Cancer Coordinator position at Windham Hospital. Beth Cheney, APRN, is serving in this new position, overseeing early detection and prevention activities including a survivorship program, cancer navigator program, and community outreach. The Foundation also provided sponsorship funds for the hospital’s Cancer Survivors’ Day at the Windham Relay for Life. Before he died of cancer in 2007, Jeffrey Ossen provided the largest gift from a living donor in the hospital’s history. The donation helped to fund Windham Hospital’s emergency room expansion project and the Emergency Center that now bears his name.

The 16th Annual Windham Hospital Golf Classic held at the University Club of Connecticut raised over $56,000. More than 50 Golf Committee members and volunteers worked together to ensure a great day for the record number of golfers (over 200!). Proceeds from the Classic benefited Outpatient Services at Windham Hospital.

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Pictured above: Jeffrey P. Ossen, Ryan Schoeplein, Richard Card (son of the late Anne L. Card), Monique Gagnon and Chiana Montesi.
Windham Hospital has a long history of providing programs that enhance the health and well-being of the region. From its humble beginnings in 1933, the hospital has sought to keep the concept of “community” front and center in responding to the emerging health needs of the times.

Every day, Windham Hospital staff reaches out to people in need. They educate patients about how to care for themselves; provide preventive health information to men, women, children, teens and seniors; conduct health screenings at fairs on-site and in the community; provide healthcare career training and advocacy for at-risk and underserved populations; provide first aid, CPR and medical trauma training to teenagers, teachers and emergency medical responders; and provide a wealth of health resources that help to improve the health of all residents throughout Windham’s 19-town service area.

In the last 12 months, more than 16,000 people in the region benefited from Windham Hospital’s community benefit programs and services. In fact, community benefit activities accounted for approximately 26,000 hours of service and the hospital provided more than $1,312,110* in charity care. The Windham Wildcat Marathoners Activity and Nutrition Project (see sidebar) is an example of one of the community benefit programs offered in an area school in partnership with the SBM Charitable Foundation.

* Unaudited
Sixty first-year UConn MBA students descended upon the Windham Hospital campus in late January to tour the facility and hear presentations from Windham Hospital leaders. The visit was just one of several activities associated with the hospital’s sponsorship of the students during its year-long partnership with the University of Connecticut MBA Application of Core Teaching (ACT) Program. The program, according to Assistant Professor in Residence and Faculty Director Dr. Mary Caravella, is an experiential learning project spanning the first year of the full-time MBA Program. She said, “Students generate and develop ideas for improving performance for an organization. Specifically, at Windham Hospital, they focused on Operations, HR, Marketing, and IT practices.” She said students, who began their work in the fall, generated several ideas based on their visits and research at Windham, and then developed a synthesized proposal for one of them. In May, the students presented their final proposals to the hospital in a competitive presentation format.

The consortium of Windham County healthcare providers that initiated and funded the Community Health Needs Assessment included Windham Hospital and seven other partners: Day Kimball Healthcare, Natchaug Hospital, Generations Family Health Center, United Services, VNA East, Northeast District Department of Health, and Community Health Resources. Jewett City Bank provided additional financial support.

The Assessment was conducted by the nationally known research group, the Center for Research and Public Policy (CRPP), which has conducted more than 3.5 million surveys and more than 3,500 focus groups across the nation in support of research. CRPP collected resident input in such areas as community healthcare needs, health status, and important information from residents on care in many areas including diabetes, sleep, exercise, oral health, immunizations, tobacco and alcohol use, family planning, behavioral health, autism, healthcare access, and screenings.

Mona Friedland, Executive Director of the Windham Hospital Foundation, said that the Consortium is currently developing a prioritization process to identify the most pressing needs for the community. Survey results will be widely shared with the community, and will be available on the hospital’s website. Once that process is completed, the hospital will develop its own implementation plan.

Pictured above: UConn students Bill Fusco, Darrell Fuller and Sarah Kwon.
Building a TEAM

A letter from Windham Hospital Chief of Staff Charles Shooks, MD

NEW PHYSICIANS ADD TO THE OUTSTANDING PROFESSIONALS THAT MAKE UP WINDHAM HOSPITAL

At the opening of this report, Steve Larcen, our Interim President and CEO, emphasized the exciting momentum that’s building here at Windham Hospital. I’d like to close this report by sharing my enthusiasm for the momentum that’s building on the hospital’s medical team. For example, three new hospitalists joined the team, including Melisha G. Cumberland, MD; Anne Lovejoy, MD; and Syera Mathews, MD. Max Goldstein, MD, joined the Northeast Emergency Medicine Specialists Emergency Medicine team. We also added four physicians with local private practices to our staff, including Amber Cheema, MD, with Hebron Family Physicians; Bernardo Medina, MD, with Anesthesia Associates of Willimantic; Robert O’Connor, MD, with The SPORTS Centre in Mansfield Center; and Ioana Cristiana Stanescu, MD, with Windham Rheumatology in Mansfield Center. All have made valuable contributions to the hospital’s quality of care.

Dr. O’Connor is a big boost to the medical team, as we urgently needed a second orthopaedic surgeon. With the popularity of the UConn Huskies, Eastern Connecticut is definitely sports country. His expertise in sports medicine, shoulder and knee arthroscopic surgery and fracture care will be very beneficial.
“Decades ago, when I was a new recruit at Windham Hospital, I was so impressed with the area that I chose to build my career and raise my family here. It's a great place to live and work!”

In today's healthcare environment, offering rheumatology has become just as important as offering cardiology or orthopaedic services. The addition of Dr. Stanescu, our first full-time, community-based Windham Hospital rheumatologist, will make these services much more convenient and available. I'm convinced that she will be a magnet for patients and referrals.

In 2012, we are looking forward to making progress in enhancing our medical team in the areas of cardiology, neurology and primary care. Like many other sectors of the economy, a significant challenge for hospitals across the United States (including us) will be the gradual retirement of the Baby Boomer generation. Continuing to build a great community hospital will require us to diligently recruit younger generations of providers. Some of the competitive advantages that will help us to attract new recruits are our affiliation with Hartford HealthCare, the very exciting momentum that's building here, and the exceptional quality of life in Eastern Connecticut. Having grown up in New York, I'm a good example. Decades ago, when I was a new recruit at Windham Hospital, I was so impressed with the area that I chose to build my career and raise my family here. It's a great place to live and work!

Sincerely,

Charles Shooks, MD
Chief of Staff

Charles A. Shooks, MD
Chair, Chief of Staff

Nadia Nashid, MD
Assistant Chief of Staff

Francis Siracusa, MD
Secretary/Treasurer

Robert J. Bundy, MD
Medical Director, ex-officio

Roger El-Hachem, MD
Chair, Division of Medicine

Craig Foster, MD
Chair, Surgical Division

David Jaworski, MD
Director of Hospitalist Program

Michael Kilgannon, MD
Medical Division member-at-large

Yvette Martas, MD
Surgical Division member-at-large

Gregory Shangold, MD
Director, Emergency Services

Eugene Winchester, MD
Immediate Past Chief of Staff, ex-officio

Stephen W. Larcen, PhD
Interim President and CEO

Cary Trantalis, RN, MSN
VP, Operations

Michael Dion, RN, PhD
VP, Patient Care Services

Joanne Rahl, RN
Director of Clinical Outcomes and Professional Practice

Sharon Lee
Medical Staff Coordinator
# Financial Information

**Windham Hospital Statement of Operations (unaudited)**  
Year ending September 30, 2011 (US dollars)

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<td>Loss on early extinguishment of debt</td>
<td>471,621</td>
<td></td>
<td>471,621</td>
</tr>
<tr>
<td>Loss from operations</td>
<td>(3,558,991)</td>
<td>(180,811)</td>
<td>(3,739,802)</td>
</tr>
<tr>
<td>Non Operating Income</td>
<td>(557,520)</td>
<td>234,512</td>
<td>(323,008)</td>
</tr>
<tr>
<td>Excess of revenue over expenses</td>
<td>(4,116,511)</td>
<td>53,701</td>
<td>(4,062,810)</td>
</tr>
</tbody>
</table>

**Windham Hospital Statistics**  
Year ending September 30, 2011

- **Inpatient Discharges**: 4,736
- **Inpatient Days**: 20,013
- **Average Length of Stay**: 4.2 days
- **Outpatient Surgical Procedures**: 5,200
- **Emergency Department Visits**: 34,221
- **Imaging Studies and Radiology Treatments**: 59,789
- **Respiratory/Pulmonary Tests and Procedures**: 26,117
- **Cardiac Tests**: 14,263
- **Sleep Studies**: 791
- **Births**: 394
Hartford HealthCare Partners

**Acute Care**
Hartford Hospital
Hospital of Central Connecticut
MidState Medical Center
Windham Hospital

**Behavioral Health**
Natchaug Hospital
Rushford
The Institute of Living

**Diagnostic Services**
Clinical Laboratory Partners
Open MRI of Southington

**Home Care**
VNA Healthcare
VNA of Central Connecticut, Inc.
Physical/Occupational Therapy
Central Connecticut Physical Medicine
Eastern Rehabilitation Network

**Physician Practices/ Occupational Health**
Alliance Occupational Health
Doctors of Central Connecticut
Hartford Medical Group
Hartford Specialists
MidState Medical Group

**Senior Health**
Central Connecticut Senior Health Services
Connecticut Center for Healthy Aging

**Mission**
To be nationally respected for excellence in patient care and most trusted for personalized coordinated care.

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For questions regarding this publication, or for additional copies, please contact Heather Tindall, Senior Executive Marketing and Community Partnerships, Windham Hospital, 860.456.6942 or htindall@wcmh.org.