The **Next Generation of Community Care**
2013 Windham Hospital Annual Report

Table of Contents

Windham Hospital Board of Directors 1
A Letter from David Whitehead 1
Building on Success 2
The Latest Advances in Community Care 4
Advocating for the Community’s Health 8
Improving the Patient Experience 10
A Foundation of Success 12
An Auxiliary with Deep Community Roots 17
A Dedicated Staff 18
Getting the Word Out 19
Medical Executive Committee 20
New Physician Faces in 2013 20
Financial Update 21

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

Shown on cover (left to right): Cardiology patient Elizabeth Peralta, her mother Maria Minyety, and Santo Minyety.
One of the biggest milestones in the past fiscal year was the creation of the new Hartford HealthCare East Region, which includes Windham and Backus hospitals and a variety of integrated services. It’s a work in progress, but Windham is playing a vital role in creating something that had not existed before—a true system of coordinated care. That is the vision of Hartford Healthcare; the vision of the East Region; and the vision of our community hospital.

It is so important that silos come down and we all work together on creating a health care delivery model that is what patients need and deserve. This collaboration will result in a seamless system of personalized, coordinated care in Eastern Connecticut, a system that will create an experience for patients in which they receive the appropriate care, when and where they need it. This could be at the Windham Hospital Family Health Center. It could be at outpatient facilities in Hebron, Mansfield or Storrs. It could be at Windham or Hartford Hospital.

The bottom line is, no matter where they are treated, patients will receive the same standard of care. This regional health care delivery model is being designed by our strategic planning process currently underway and we are working diligently to implement it.

I want to thank everyone at Windham Hospital, and the physicians and caregivers in the community, for their input and help with our strategic planning process for the East Region. This document will serve as a roadmap to achieve our vision, which simply stated is a community of caregivers with one mission and one high standard of care. I firmly believe this is achievable especially given our track record of adapting to change.

Our plan will no doubt evolve over time, but we are used to change in the health care industry. We are also used to hard work, and we have a significant amount of work before us to build upon our shared vision for a fully integrated health care delivery system for all of eastern Connecticut that is patient centered and delivers the value our patients and communities deserve.

David Whitehead
President and CEO
Windham Hospital
Building on Success

Dignitaries including Lt. Governor Nancy Wyman, State Senate President Don Williams and US Senator Richard Blumenthal were on hand for the Family Health Center’s ribbon cutting in August.

The Windham Hospital Center for Women’s Health in Hebron opened its doors in May, 2013.
To provide the residents of eastern Connecticut with the Next Generation of Community Care, Windham Hospital is focused on expansion to offer more options and enhance the coordination of care for all patients in eastern Connecticut.

On August 6, Lt. Governor Nancy Wyman and State Senate President Don Williams joined other dignitaries for a ribbon cutting ceremony to officially open the Windham Hospital Family Health Center at 5 Founders Street in Willimantic—right on the hospital campus. The first floor of the 30,000 square-foot building opened in May with the addition of Hartford HealthCare Medical Group primary care services, general surgeons and Clinical Laboratory Partners (CLP). In early summer 2013, the Connecticut Orthopaedic and Hand Surgery Center and the Windham Hospital Rehabilitation Network moved into the second floor of the facility. Oncology Associates and the Lester E. and Phyllis M. Foster Oncology and Infusion Center will open in 2014.

Windham Hospital expansion is well underway in Mansfield with the opening of the Windham Hospital Family Health Center at 1244 Storrs Road in the Storrs Common Plaza in February. The two-floor, 8,700 square-foot facility will house Hartford HealthCare Medical Group Primary Care services, endocrinology, CLP services and the Windham Hospital Rehabilitation Network.

The hospital also expanded its women’s health services in 2013 opening the Center for Women’s Health in Hebron in April. The Center, located at 21 Liberty Drive in Hebron, is a partnership with Mansfield OB/GYN offering OB/GYN services, imaging and Clinical Laboratory Partners.

“All of the hospital’s expansion efforts exemplify Hartford HealthCare’s dedication to providing patients with an exceptional, coordinated care experience close to home,” says David Whitehead, President and CEO of Windham Hospital. “The centers serve as anchors of ambulatory care in eastern Connecticut and give residents direct access to world-class care right in their backyard.”

Windham Hospital Expansion Means More Choices for Eastern Connecticut

The Lester E. and Phyllis M. Foster Oncology and Infusion Center offers oncology patients the latest technology with a spa-like feel inside the new Windham Hospital Family Health Center.

We’re growing...

Windham Hospital Family Health Center, 5 Founders Street, Willimantic

Clinical Laboratory Partners (CLP)
Hours: M-F, 7am-6pm, Sat., 7am-noon.

Connecticut Orthopaedic and Hand Surgery Center
Hours: 8:30am-5pm
860.456.3997
Vincent MacAndrew, MD
Stephen Scarangella, MD

The Lester E. and Phyllis M. Foster Oncology and Infusion Center (Coming Soon)

Oncology Associates (Opening Soon)
W. Jeffrey Baker, MD
Mark Dailey, MD
Timothy Hong, MD
Jeffrey M. Kamrada, MD
Pragna Kapadia, DO
Melissa O’Neill, APRN

Hartford HealthCare Medical Group/Primary Care
Hours: 8am-5pm
860.423.9764
James Doran, MD
Michael Kilgannon, MD
Walter McPhee, MD
Shauna Rago, APRN
Elizabeth Visone, APRN

Hartford HealthCare Medical Group/General Surgery
Hours: 8:30am-5pm
860.423.5000
Leszek Kolodziejczak, MD
Tatiana Kevtoun, MD
Herbert Ridyard, MD
Francis Siracusa, MD

Windham Hospital Rehabilitation Network
Mon and Wed: 7:30am-7pm
Tue, Thurs, Fri: 7:30am-4pm
860.942.5090

Windham Hospital Family Health Center, 1244 Storrs Road
Storrs Common Plaza

Hartford HealthCare Medical Group/Primary Care (Coming Soon)
Rosemary Maduka, MD
Cristina Ortega, MD
Nancy Hagen, APRN

Hartford HealthCare Medical Group/Endocrinology
Fadi A. Al-Khayer, MD

Clinical Laboratory Partners (CLP)

Windham Hospital Rehabilitation Network

The Center for Women’s Health, Hebron, 21 Liberty Drive in the center of Hebron

Mansfield OB/GYN
Yvette Martas, MD
Robert Gildersleeve, MD
Kathleen Zacherl, MD

Windham Hospital Imaging Services
Clinical Laboratory Partners (CLP)
The Latest Advances in Community Care
In September, Memorial Sloan-Kettering Cancer Center announced that Hartford HealthCare acute care facilities will be part of a transformative initiative to improve the quality of cancer care and the lives of cancer patients.

The joint announcement came after year-long discussions resulting in a distinctive clinical and research partnership built to rapidly move innovative, evidence-based cancer care into the community setting and enable bi-directional learning across the institutions.

“For more than a century, Memorial Sloan-Kettering has delivered exceptional cancer care and generated the discoveries necessary to develop effective new treatments. Today, we recognize the need to do more,” said Craig Thompson, MD, President and CEO of Memorial Sloan-Kettering Cancer Center. “Through the MSK Cancer Alliance—and in collaboration with Hartford HealthCare as a pioneering member—we are looking to create a new model to address the fundamental challenge of providing high-quality cancer care in a wider population of patients.”

The MSK Cancer Alliance is designed to enable an ongoing, “living, breathing” dynamic partnership between the comprehensive cancer center and community oncology providers, in order to bring the newest knowledge into the community setting.

Among the many distinctive aspects of the collaboration is the establishment of the first MSK Alliance clinical trials site at Hartford Hospital, where many of the cancer clinical trials from MSK’s robust portfolio will be provided on-site. This will dramatically improve patient access to the latest cancer advances and breakthroughs.

When it comes to patient satisfaction, the Windham Hospital Emergency Department ranked at the top in 2013. The hospital ranked in the 99th percentile for satisfaction, according to a recent patient survey by Press Ganey, a national health care performance improvement organization.

In the survey, the ED outperformed the mean score for all other emergency departments in the state by 9.4 percent. Press Ganey is contracted by Windham Hospital to independently and objectively tabulate patient satisfaction surveys that are mailed to patients randomly.

In a recent survey, Windham Hospital ED patients were asked to rate their experience in areas such as wait times, courtesy and skill of doctors and nurses, efficiency of lab personnel and the handling of their personal and medical information by hospital staff.
Patients’ comments about their treatment in the Emergency Department included:

- "I love your staff. Nurses and doctors are the best professionally and very caring."
- "Was treated by staff as if they were treating their own family member."
- "Nurses spoke to me like another human being, not a number or a product—it was a very nice surprise."

Press Ganey regularly surveys patients to assess their satisfaction with services received, and reports findings quarterly for 23 separate Connecticut emergency departments. To complement its high patient satisfaction rating, Windham also has the shortest wait times of any ED in the state. According to the Centers for Medicare & Medicaid Services, The Windham ED’s mean door-to-provider time average is 14 minutes—14 minutes below the national average and number one in Connecticut.

A Standard of Excellence

Windham Hospital’s Radiology Department and the Center for Sleep Medicine have received national accreditation renewals for continued excellence and high practice standards.

The hospital’s Radiology Department has been awarded a three-year accreditation from the American College of Radiology (ACR) for ultrasound including general ultrasound, obstetrical, gynecological, vascular, breast and ultrasound guided breast biopsies. The hospital’s MRI services have also earned a three-year accreditation from ACR.

The Windham Hospital Center for Sleep Medicine has received a three-year accreditation from the American Academy of Sleep Medicine, reflecting its commitment to ensuring sleep disorder patients receive the highest quality of care. Using the latest technology to diagnose and treat sleep-related breathing disorders, the hospital’s Center for Sleep Medicine was the first in eastern Connecticut to win this distinction.

A Breakthrough for Stroke Patients

Windham Hospital ED Using HHC’s Telehealth for Neurology Patients

“It was like the neurologist was right in the room with me. I was very impressed,” says Robert Hill of Coventry recovering from a TIA (frequently referred to as a mini-stroke) in his hospital bed at Windham Hospital. On March 18, Robert became the first patient at Windham Hospital to be assessed and diagnosed using Hartford HealthCare’s Telehealth Network.

Located in the hospital’s Emergency Department, the device is utilized 24/7 to help assess neurological symptoms. At the core of the new service is a computer on wheels equipped with a high-definition camera remotely connecting the patient with a Telehealth neurologist who assists with the exam and provides specialized evaluations.

"Many neurology issues are time-sensitive, such as the ability to administer clot-busting medicine called thrombolysis," says Gregory Shangold, MD, Medical Director. "In the past, we have accomplished this with phone conversations with neurologists. Now, patients and neurologists will be able to have face-to-face conversations in a very timely fashion."

For a small community hospital like Windham, Telehealth is a valuable tool.

"The purpose is to enhance the timeliness and quality of care for patients with neurologic complaints and to keep them in the community," says Cary Trantalis, Chief Operating Officer for the East Region of Hartford HealthCare.

The technology can also help physicians select patients who may be candidates for alternative stroke therapies such as catheter-based interventions, including clot retrieval devices and the newest stroke trials available at Hartford Hospital.

Emergency Department Nurse Director MaryAnn Duchene with the hospital’s first telehealth patient Robert Hill

Windham now has access to Hartford HealthCare’s Telehealth Network which features a mobile computer capable of detecting neurological issues.
Surgeons at Windham Hospital were among the first in the country to perform “single-site” laparoscopic surgery allowing women one of the least invasive surgical methods available for many gynecological procedures. These procedures include hysterectomy, oophorectomy (removal of the ovaries), salpingectomy (removal of fallopian tubes), ovarian cystectomy and tubal ligation.

Typically, laparoscopic surgery, performed with a fiberoptic camera inside a patient’s belly, requires two or three incisions. With single-site laparoscopy, only one incision is made in umbilicus (belly button). The incision becomes invisible because it is buried in the folds of the umbilicus. Locating the incision in the umbilicus may also lead to less pain and a faster recovery time.

Robert Gildersleeve, MD, of Mansfield OB/GYN, performs the procedure at Windham Hospital. He says this technique is another advancement in minimally invasive surgical options for women.

“Incisions for an abdominal hysterectomy are about 10 to 12 centimeters long. Conventional laparoscopy uses 3-4 incisions about half an inch in size. Single-site surgery utilizes one incision about an inch in size. Laparoscopic hysterectomies can be done in almost all cases, yet, about 50 percent of hysterectomies done in the US are done abdominally according to the American Association of Gynecologic Laparoscopists,” says Gildersleeve. “The services being offered at Windham Hospital in terms of minimally invasive gynecologic surgery are really second to none.”

Gildersleeve says recovery in the first week after surgery is typically the same for laparoscopic and single-site laparoscopic patients. “Most people are a little uncomfortable after the first week but we notice less pain in the second, third or fourth week after surgery in patients who’ve had the single-site procedure,” says Gildersleeve.

Kathleen Zacherl, MD, of Mansfield OB/GYN, also performs the minimally invasive procedure at Windham Hospital. Zacherl agrees that the overall recovery time is faster than other surgical alternatives.

“I had a patient who had her fallopian tubes and ovaries removed who went back to work in two days,” says Zacherl. “It’s satisfying to see a patient post-op who’s feeling great so soon.”

Both Gildersleeve and Zacherl agree single-site laparoscopy is not recommend in all cases and may be difficult to perform in some instances, especially on patients who are obese.

“The single-site procedure is a consideration to be discussed with patients when preparing for surgery,” says Gildersleeve. “If it’s appropriate, we’ll recommend it.”

World Class Care Right at Your Fingertips

A key to coordinated care is having easy access to information to improve your health.

Windham Hospital was the first of the Hartford HealthCare acute care facilities to utilize the new Call Center to centralize the physician referral process. The Center creates a “one-stop” information repository for community members and in addition to referrals, the service provides the public information about classes and events at the hospital.

860.456.6770 (Local)
855.494.4636 (Toll Free)
855.494.INFO

No Scar Option for Gynecological Procedures

Robert Gildersleeve, MD, consults with a patient who recently underwent a single-site laparoscopic procedure.
Second District Congressman Joe Courtney announces the restoration of $5.2 million in federal funding for Windham Hospital under the Medicare Dependent Hospital program during a news conference in January, 2013.
Having a Voice

Windham Hospital continues to be a steady voice in Washington and Hartford to ensure that the people of the eastern Connecticut receive the best care available.

Working together with hospital officials, Congressman Joe Courtney fought to restore $5.2 million in funding under the Medicare Dependent Hospital (MDH) just hours before the program was about to expire.

MDH provides enhanced reimbursement for small rural hospitals that have at least 60 percent of inpatient days or discharges covered by Medicare. Small rural hospitals are more vulnerable to inadequate Medicare payments than other hospitals, because they are less able to cross-subsidize with private payer reimbursements. As such, Congress established special payment protections to buttress these hospitals. Windham Hospital is the only hospital in the state and one of 212 nationwide that meet the criteria supported by MDH.

In April, Windham staff joined the more than 600 hospital employees from around the state at the state Capitol to call attention to $550 million in cuts to hospitals in the governor’s proposed two-year budget plan. Windham staff met with State Senate President Don Williams and other members of the eastern Connecticut delegation to voice concern about the proposed cuts.

Showing Their True Colors

More than 150 women helped promote heart health for women during Windham Hospital’s Go Red for Women celebration on Friday, February 1. The night, hosted by Channel 3’s Kara Sundlun, included a “Red Foods Cook-Off,” massage, mini-facials, manicures, food and wine. Go Red For Women is a national event that encourages awareness of the issue of women and heart disease. Windham’s event raised funds for the American Heart Association and the Cardiac Rehabilitation Program at Windham Hospital.
Greer and Food and Nutrition staff were awarded “Best Overall” Vanderman Award for their “Dine on Time—Meal Trays for Isolation Patients.” Shown left to right: East Region COO Cary Trantalis, Jose Christian, Carmen Gonzales, Amanda White, H3W Facilitator Kathy Hawkins, John Price, and Christie Harper.

Improving the Patient Experience
At Windham Hospital, each and every staff member contributes to improving the patient experience. How Hartford HealthCare Works (H3W) focuses on continuous improvement and innovation with the goal of providing the best customer experience to all patients.

The Third Annual Vanderman Awards

The Vanderman Awards encourage staff engagement and promote putting H3W into action.

Named after the Vanderman family who donated the land on which the hospital was built, the awards were created to encourage departments to work together to create a specific plan to improve the hospital and the patient experience. Staff, board members and facilitators from other Hartford HealthCare facilities voted on the projects.

In 2013, 19 Project Teams submitted storyboards that showed the meaningful impact their ideas had upon performance improvements at the hospital.

**Best Overall:**
“Dine on Time–Meal Trays for Isolation Patients” Greer and Food and Nutrition Staff

**Project Team:** Amanda White, RN, Chris Delmastro, Carmen Gonzales, Ileana Galdamez, Arely Vargas, Jose Vazquez and Jose Christian

The project team developed and implemented the plan that improves identification of nutritional needs of isolation patients and ensures that other patients’ meals are served in a timely fashion.

**Best Cost Savings/Cost Avoidance Project:**
“Small Change=Big Savings” Respiratory and Pharmacy Staff

**Project Team:** Elizabeth Paulsen, Kate Hayward, Rene Clinton, Andrew McDonald and Agnieszka Koledziejczak

The project team developed a plan to exchange expensive inhalers with a less expensive nebulizer formulary leading to a decrease in pharmaceutical spending and an increase in time spent educating and monitoring COPD patients.

**Best Patient Experience Project:**
“First Impression–Make it Count” Communications and Volunteer Services Team

**Project Team:** Elizabeth Paulsen, Cary Trantalis, Andrew McDonald, Kate Hayward, and Ted Gorham

The project team defined clear job expectations and behaviors for staff and volunteers who work at the information desk to provide that exceptional first impression. They identified key elements of service excellence and educated staff as well as improved the physical space by decreasing the clutter. In addition, the team created printed cards to hand out to visitors at the information desk with key information about unit-specific visiting hours, valet parking and the room location of the person they are visiting.

**Best Quality and Regulatory Project:**
“Safety Squad” 4 Shea PCT Staff

**Project Team:** Rose Dubois, Tiffenny Tweryd, Marie Vincenty and Bernice Wilson and 4 Shea PCT staff

The project team created a process and tools to complete pre-shift change safety rounds and bedside reporting which contributed to an improved patient experience and reduction in fall rates.
Hartford HealthCare President and CEO Elliot Joseph was joined by dozens of community members and local officials during the foundation’s “Caring for Our Community Breakfast” at Eastern Connecticut State University in September.
Windham Hospital Foundation

Windham Hospital is able to provide world-class care thanks, in part, to the support and generosity of a caring community. The Windham Hospital Foundation, formed in 2006 as a separate 501c3 organization, builds a bridge between the community and the hospital to enhance resources that support the hospital in meeting the health care needs of the residents of eastern Connecticut.

Funds raised by the foundation support programs and activities that provide the highest quality health care to residents in our service area, including preventive health programs in the schools and in the community. Charitable contributions and grants supplement traditional revenue sources and help Windham Hospital to:

- Keep pace with cutting-edge technology making the best diagnostic tools available to physicians and staff so they can continue to provide quality health care to patients throughout our 19-town service area.
- Support community educational outreach and support programs for our patients and their families.
- Care for the uninsured and provide access to health care for people in need.

Identifying and Serving a Need

Providing the Next Generation of Community Care means more than clinical support for the residents of eastern Connecticut. The hospital is also charged with meeting a wide range of health needs.

The foundation is committed to identifying and finding the means to address specific health needs in the community. Gina’s Friends, which was created by a generous gift by Gina Barreca and her husband, Michael Meyer, is just one of many success stories in this effort. Gina’s Friends helps women who can’t afford to obtain lifesaving diagnostic tests or services because they are ineligible for state or federal health care programs, lack adequate insurance or have no insurance at all. The fund has helped hundreds of women in the fight against breast and cervical cancer, and continues to provide support to women in need.

Individuals Making a Difference

Every contribution counts, no matter how big or how small. All donations raised in the community, stay in community.

For more information on contributing to the Windham Hospital Foundation, or to learn more about volunteering for one of the Foundation’s committees, please contact the Executive Director of the Foundation, Shawn Maynard, at 860.456.6911 or smaynard@wcmh.org.

Additional information can be found on the website www.windhamhospital.org/foundation.

Thank you in advance for your support.

The 18th Annual Windham Hospital Golf Classic, held on June 24 at the Tunxis Plantation Country Club, raised more than $30,000 for the hospital’s Emergency Department and Outpatient Services.

“Jeepin’ for the Cause,” a recreational Jeep ride sponsored by Capitol Chrysler Dodge Jeep to benefit Windham Hospital, was held May 5, 2013. Capitol Jeep has sponsored seven previous Jeep ride events raising more than $43,000 for local charities.

Windham Hospital Chief of Radiology Steve Lee, MD, tees off at the 18th Annual Windham Hospital Golf Classic.
Other than direct clinical support, Windham Hospital is dedicated to addressing a wide range of health needs in the community. From meals to the elderly to outpatient services and screening for the uninsured or underinsured, the hospital is committed to accessing the health needs of eastern Connecticut and finding solutions.

Diabetes prevention and management for underserved populations is a critical focus of the hospital’s outreach efforts. With a large population of Spanish-speaking patients, the hospital has worked to bridge the cultural and language divide that in many cases has prevented these patients from receiving the education needed to make healthier life choices.

Thanks to the Conversation Map® Diabetes Education Program, 12 Spanish-speaking women with Type 2 diabetes have been able to bridge that gap and lose more than 300 pounds collectively over the past year.

“I feel like my life has been transformed,” says Claribel Torres, who’s shed more than 25 pounds and has quit smoking since joining the program.

The 12 women from Puerto Rico, Mexico, the Dominican Republic and other Caribbean nations, have bonded through shared tradition and experience. While instruction is similar to the English version of the class, instructors and class members focus on making healthy choices using traditional Caribbean dishes utilizing portion control and healthy alternatives.

Instructor Lynne McPhee, RD, says, while there are healthy aspects to Caribbean cooking, large portions of rice and starchy vegetables, like yucca, plantains and malanga can be detrimental to efforts to control diabetes.

“Portion control is key,” says McPhee. “When you prepare rice and beans with more beans than rice then there’s more room for reasonable portions of your favorite starchy vegetable,” she says.

Each session of the program includes four, two-hour classes that encourage taste-testing, sharing healthy recipe ideas, exercise, discussion on medications and support for making challenging life changes.

The program has been so successful that some of the women have taken it multiple times hoping to reinforce their healthy habits and share their experiences with others. Instructor Karen Barbone, RN, says the women have been sharing their newly found meal planning and cooking skills with their families. She says the group has become very close.

“They’ve found time outside of class to get together and exercise, reinforcing the healthy habits they’ve learned,” Barbone says.

“Maria Garcia has lost 25 pounds since starting the program. She says she even considered gastric band surgery before enrolling in Conversation Map program. Garcia says the group has given her the support she needs to make important life changes.

“I was really shy before I started the program,” says Garcia. “I’ve come to realize that the women in the group have some of the same questions I do.”

The Conversation Map is just one of the many programs the hospital has undertaken to help those in need. In 2013 alone, the hospital provided more than $2.8 million in charity care and helped more than 13,474 individuals.
Leading the Fight Against Cancer

A caring community has helped Windham Hospital become a leader in the fight against cancer. Over the past three years, the Jeffrey P. Ossen Family Foundation has given $260,000 to help establish and sustain the hospital’s cancer navigation program which helps patients manage the daily physical and emotional burdens a cancer diagnosis can bring.

Navigators can:

- Serve as a liaison between the patient and his or her medical team to help them better understand treatment options.
- Offer tools to help patients keep track of appointments, lab results, medications, insurance claims and other journey-related information.
- Help patients find answers to questions about medical issues, financial and insurance needs.
- Direct patients to hospital, community, and American Cancer Society support programs.
- Coordinate transportation to and from cancer treatment.

In addition, The Ossen Family Foundation has committed $25,000 over five years to fund Windham Hospital’s Annual Cancer Survivors Day Event.
Raising funds and awareness

The Auxiliary's Annual Autumn Gala “Sentimental Journey” was held on November 17, 2012 at the Marriott Hartford Downtown. The event honored W. Jeffrey Baker, MD, as Physician of the Year, Robin Begansky, RN, as Caregiver of the Year, and Mona Friedland, Philanthropist of the Year.
An Auxiliary with Deep Community Roots

For more than 80 years, The Auxiliary to Windham Hospital has played an integral role in fundraising and the training of the dozens of volunteers who help the hospital put its values into action.

The Auxiliary has deep roots in the community with an appreciation of the rich history of the hospital. Auxiliary-hosted events increase awareness about the health needs of eastern Connecticut and raise tens of thousands of dollars for the hospital each year.

In September of 2013, the Auxiliary presented their annual donation of $85,100 to the hospital.

Preparing the Health Care Leaders of Tomorrow

Through the training of college and junior volunteers, the Auxiliary is focused on training the health care leaders of tomorrow. Each year, the Anne L. Card Memorial Scholarship awards two $1,000 scholarships to area high school graduates seeking higher education in the health care field. The scholarship is named in honor of the late Anne L. Card, who was a 50-plus year member of the Auxiliary and a dedicated volunteer at the hospital.

For more information on the Auxiliary to Windham Hospital, volunteer opportunities, or the Anne L. Card Scholarship, please contact Rebecca Putnam, Manager, Volunteer Services, at 860.456.6700.

Volunteers: More than 17,000 Hours of Service

In 2013, the volunteer team at Windham Hospital included 125 adults, 75 students from the University of Connecticut and 35 junior volunteers. Together they contributed 17,300 hours of service valued at $488,898. Volunteers serve a vital role in the hospital’s day-to-day operations serving in vital areas such as patient transport, communication and materials management. Simply, volunteers are often the first faces a patient sees when visiting the hospital.
A Dedicated Staff

Nightingale Nurses

Two Windham nurses, Kathy Galinat and MaryAnn Duchene, were nominated by their peers and received the annual Nightingale Award for Nursing Excellence during a dinner presentation on May 9 in Hartford. Locally, the two were honored during National Nurses’ Week.

Emergency Nurse of the Year

Pam Cheney, RN, was named Northeast Emergency Medicine Specialists (NEMS) 2013 Emergency Nurse of the Year. Each year NEMS honors a Windham Hospital nurse who “demonstrates the highest caliber of care, and exceeds the highest expectations of quality care daily.”

“Pam truly demonstrates the talent and dedication it takes to be a successful emergency nurse,” said Greg Shangold, MD, Medical Director of the Windham Hospital Emergency Department. “We’re honored and proud to have her on our team.”
Getting the Word Out

In 2013, the hospital’s marketing team was busy letting people know about cutting edge technology and the latest advancements that help Windham Hospital provide the “The Next Generation of Community Care” for the residents of eastern Connecticut.

In March, the hospital began its cardiology campaign with a TV commercial featuring real Windham hospital cardiology patients and their families. The campaign also included radio and print ads touting the hospital’s skilled team of cardiologists and diagnostic equipment. The hospital also kicked off a print campaign promoting the new Center for Women’s Health in Hebron.

In 2013, the hospital was featured several times on Channel 3’s “Better Connecticut,” including segments on Telehealth, revolutionary gynecological procedures, and the hospital’s Cancer Navigation program.

The hospital has an amazingly engaged social media audience on Twitter, YouTube, Pinterest, and more than 1,500 fans on Facebook.

Shown above: James Doran, MD, a Hartford HealthCare Medical Group Primary Care physician, getting ready to shoot his Vital Signs TV segment for Channel 3. Right: In 2013, the hospital began a newspaper campaign to promote the new Center for Women’s Health in Hebron.
Medical Executive Committee

Nadia Nashid, MD, Chair, Chief of Staff
Francis Siracusa, MD, Assistant Chief of Staff
Steve Lee, MD, Secretary/Treasurer
Robert J. Bundy, MD, Medical Director, ex-officio
Charles A. Shooks, MD, Immediate Past Chief of Staff, ex-officio
Kismat Detroja, MD, Interim Director of Hospitalist Services
Craig Foster, MD, Chair, Surgical Division
Michael Kilgannon, MD, Medical Division member-at-large
Herbert Ridyard, Jr., MD, Surgical Division member-at-large
Ann Semolic, MD, Chair, Division of Medicine
Gregory Shangold, MD, Director, Emergency Services
David Whitehead, President & CEO
Mary Bylone, RN, Chief Nursing Officer, East Region
Joanne Rahl, RN, Director of Clinical Outcomes & Professional Practice
Peter Shea, MD, Vice President, Medical Affairs, East Region
Cary Trantalis, RN, Chief Operating Officer, East Region
Sharon Lee, Medical Staff Coordinator, Staff

Hartford HealthCare
East Region
Leadership Team

David A. Whitehead
President and CEO
James G. Watkins
Vice President, Physician Services
Peter H. Shea, MD
Vice President, Medical Affairs
Daniel E. Lohr
Vice President, Financial Services
Theresa L. Buss
Vice President of Human Resources
Mary A. Bylone, RN
Vice President, Patient Care Services
Carolyn Trantalis, RN, MSN
Vice President Operations
# Windham Hospital Statement of Operations (unaudited)

**Year Ending September 30, 2013**

<table>
<thead>
<tr>
<th>Revenue</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inpatient</td>
<td>$68,069,832</td>
<td>$68,939,980</td>
</tr>
<tr>
<td>Outpatient</td>
<td>137,339,554</td>
<td>141,210,109</td>
</tr>
<tr>
<td>Total Revenue</td>
<td>205,409,386</td>
<td>210,150,089</td>
</tr>
<tr>
<td>Less:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Allowances</td>
<td>121,754,445</td>
<td>116,283,387</td>
</tr>
<tr>
<td>Charity Care</td>
<td>2,861,240</td>
<td>3,706,321</td>
</tr>
<tr>
<td>Net Patient Service Revenue</td>
<td>80,793,701</td>
<td>90,160,381</td>
</tr>
<tr>
<td>Provision for Bad Debts</td>
<td>4,079,212</td>
<td>3,122,185</td>
</tr>
<tr>
<td>Net Patient Service Revenue</td>
<td>76,714,489</td>
<td>87,038,196</td>
</tr>
<tr>
<td>less provision for Bad Debts</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Add:</td>
<td>5,866,110</td>
<td>5,761,698</td>
</tr>
<tr>
<td>Other Operating Revenue</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Operating Revenue</strong></td>
<td>82,580,599</td>
<td>92,799,894</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expenses</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries and Benefits</td>
<td>54,397,226</td>
<td>58,243,771</td>
</tr>
<tr>
<td>Medical Supplies, Drugs and</td>
<td>31,707,874</td>
<td>29,611,513</td>
</tr>
<tr>
<td>Other expenses</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Depreciation</td>
<td>4,154,949</td>
<td>4,147,105</td>
</tr>
<tr>
<td>Interest</td>
<td>1,107,869</td>
<td>1,325,543</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td>91,367,918</td>
<td>93,327,932</td>
</tr>
<tr>
<td><strong>Loss from Operations</strong></td>
<td>(8,787,319)</td>
<td>(528,038)</td>
</tr>
<tr>
<td>Non-Operating Income</td>
<td>1,568,775</td>
<td>(185,298)</td>
</tr>
<tr>
<td><strong>Excess of Revenue Over Expenses</strong></td>
<td>(7,218,544)</td>
<td>(713,336)</td>
</tr>
</tbody>
</table>

---

# Windham Hospital Statistics

**Year Ending September 30, 2013**

<table>
<thead>
<tr>
<th>Statistics</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inpatient Discharges</td>
<td>4,168</td>
<td>4,567</td>
</tr>
<tr>
<td>Inpatient Days</td>
<td>17,269</td>
<td>18,750</td>
</tr>
<tr>
<td>Average Length of Stay</td>
<td>4.1</td>
<td>4.1</td>
</tr>
<tr>
<td>Outpatient Surgical Procedures</td>
<td>5,010</td>
<td>5,220</td>
</tr>
<tr>
<td>Emergency Department Visits</td>
<td>35,132</td>
<td>36,958</td>
</tr>
<tr>
<td>Imaging Studies and Radiology Treatments</td>
<td>60,772</td>
<td>64,072</td>
</tr>
<tr>
<td>Respiratory/Pulmonary Tests and Procedures</td>
<td>25,953</td>
<td>24,548</td>
</tr>
<tr>
<td>Cardiac Tests</td>
<td>15,269</td>
<td>14,713</td>
</tr>
<tr>
<td>Sleep Studies</td>
<td>810</td>
<td>742</td>
</tr>
<tr>
<td>Births</td>
<td>382</td>
<td>407</td>
</tr>
</tbody>
</table>