



MAKING A DIFFERENCE
IN OUR COMMUNITY



WATERBURY HOSPITAL
REPORT TO OUR COMMUNITY

650 HEARTS AND COUNTING...



Last spring, 52-year-old John Robert of Naugatuck awoke from a sound sleep complaining of shortness of breath, chest pain and upper back pain. With a history of heart disease in the family, John's wife Heidi knew to act immediately. The couple then took a frightening ride via ambulance to Waterbury Hospital's Reed Cardiovascular Unit, where specialists quickly evaluated John's condition and performed emergency angioplasty to remove an 85 percent blockage in one of his major arteries. Within minutes, a tiny medicated stent, no larger than a fingernail, re-opened the blood flow to John's heart, saving his life. He left the hospital the next day, and returned to work on Monday.

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Mary Prybylo, RN
CHIEF OPERATING OFFICER

The 'Numbers' Say It All

John Robert admits he had a close call. Yet had he awakened with chest pain just a few months earlier, his doctors say he would never have survived an ambulance trip to another city for emergency angioplasty.

He is not alone. In the first year of advanced cardiac care at Waterbury Hospital, over 650 area residents, some even younger than John Robert, have undergone angioplasty or open heart surgery at Reed Cardiology.

As a city, the numbers are equally as compelling. Together, Waterbury Hospital and Saint Mary's Hospital are approaching completion of nearly 1,000 advanced cardiac cases as part of their historic partnership with the University of Connecticut Health Center known as The Heart Center of Greater Waterbury.

Patient satisfaction has tracked the numbers. Loraine Shea, Executive Director of the Heart Center of Greater Waterbury (HCGW), notes that at Waterbury Hospital "Outstanding patient satisfaction surveys have been the norm, while caring for extremely sick patients." In fact, the assertion that Waterbury area heart patients tend to be older and have more acute heart disease, often combined with diabetes and hypertension, "has become our reality," said John H. Tobin, DMan, MPH, President and Chief Executive Officer. "All the more reason these services need to be close to where our patients live," Dr. Tobin said.

OUR GOAL: "good outcomes and happy patients."

– Paul Preissler, MD
CHIEF OF CARDIOTHORACIC SURGERY

CELEBRATING WATERBURY HOSPITAL'S First Year of Advanced Cardiac Care



Michele Christiano, an exercise physiologist with Reed Cardiopulmonary Services at Waterbury Hospital, demonstrates proper lifting technique during a cardiac rehabilitation session with two patients.

He says that having a center where angioplasties and open heart surgeries are performed under the same roof, is a definite advantage for patients. "One cannot really succeed without the other," said Dr. Preissler, "and most would agree that you shouldn't have angioplasties being performed without the back-up of open-heart surgery at the same site. The two procedures are very closely related."

Hearts Don't Wait

Now well into its second year of providing advanced cardiac care, Reed Cardiology is poised to meet the demands of an aging population with complex heart disease. "Our patients are so grateful and so thankful," said Dr. Preissler. "Every day we are with them, we are continually reminded of our goal of 'good outcomes and happy patients.' We want to be here for these folks for years to come because in this line of work, we all know that hearts don't wait."

Patients Don't Have to Travel

"The stories we hear from our patients are awe-inspiring," added Mary Prybylo, RN, Chief Operating Officer. "They tell us that they feel safe with us, that they are so relieved they don't have to travel out of town for these procedures, and that we intervene quickly and save lives."

Both Surgeries Performed Under Same Roof

Paul Preissler, MD, Chief of Cardiothoracic Surgery at Waterbury Hospital and the University of Connecticut Health Center, has been a heart surgeon for over 24 years and performs some 250 open heart procedures a year.



Open-heart surgery patient Ron Bosticco with his wife Helen (far left) and Giulietta Nave with her father, Nicola Morganello, enjoy the festivities during the recent Hearts in Bloom reunion of advanced cardiac care patients and their families.

HEARTS *in Bloom* You might say it's a club with a rather unique membership requirement. To join, you must be all heart – that is repaired heart. The **Hearts in Bloom Society** honors all individuals who undergo angioplasty or open heart surgery at Waterbury Hospital. Its charter members – over 500 of them – launched the society during a recent reunion at the hospital. Now, nearly 650 area residents have received the life-saving procedures at Waterbury Hospital since July of 2005.

The kickoff for Hearts in Bloom was also the start of a new giving society for advanced cardiac care patients. "Giving back is highly personal," said Sheila Hogan, Chief Fund Development Officer. "I can't think of a more personal way to say 'thank you' than with a gift from one's heart. Over the coming years, this society will help ensure that advanced cardiac care is available to all of us close to home."

FOR FURTHER INFORMATION ON THE HEARTS IN BLOOM SOCIETY, PLEASE CALL FUND DEVELOPMENT AT 203-573-7384.



MESSAGE FROM THE PRESIDENT

Q&A WITH JOHN H. TOBIN, *President & Chief Executive Officer*

What were the hospital's achievements during the year?

We completed our first full year of participation in the Heart Center of Greater Waterbury. At Waterbury Hospital alone, we cared for over 500 open-heart surgery and angioplasty patients. The city as a whole performed just under 1,000 cases. This remarkable achievement reinforces for all of us that our region is benefiting from having these services available close to home. On a personal note, meeting so many grateful patients has made the effort all the more gratifying.

In addition, the hospital made a very large investment in the installation of a state-of-the-art electronic medical record, a vital enhancement to patient care in this new century. Our doctors and nurses are able to now access a patient's medical information instantaneously at the bedside, saving critical time. In addition, safety is enhanced. For example, the system has "checks and balances" to ensure accuracy in drug and test ordering. The system we installed is one of the most advanced in Connecticut, and it will serve us well in the coming years.

What were the challenges of the year?

Caring for the poor and the elderly continues to be a problem for us, and for hospitals statewide. Sixty percent of Waterbury Hospital patients are insured by the government through Medicare or Medicaid. These two government payers continue to fall short of paying the full cost of care. In fact, Medicaid, the government insurer for the poor, reimburses only about 70 cents for every dollar of care we provide.

Connecticut continues to have one of the lowest Medicaid reimbursement rates in the nation. Hospitals are suffering under the burden of caring for the poor. This is an issue that our lawmakers, both at the state and federal levels, need to take decisive action on. Until then, hospitals will continue to bear the burden of an under-funded health care system.

Are hospitals supposed to make a profit?

Waterbury Hospital is a charitable, not-for-profit entity that belongs to the community. As such, we are committed to providing care for all who enter our doors. Yet the hospital must make a modest profit each year in order to maintain

the building, pay wages and replace outdated medical equipment. This year the hospital did not make a profit, and that will impact our ability to do all of the above. Statewide, one-third of Connecticut's 30 not-for-profit hospitals have deficits, a sign of a health care system bending under the weight of chronic under-funding.

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John H. Tobin

What is the hospital's strategy for the year ahead?

Waterbury Hospital remains on strong financial footing, and it is our obligation to our community to remain so. That said, we will continue to focus on a 'nuts and bolts' strategy of careful financial management; the introduction of new services our community needs, such as minimally-invasive surgical expertise for colon, vascular, breast and general surgery, and a commitment to high-quality, safe care. If we can accomplish all of these things, we will have met our obligation to our community, to our doctors and to our patients.

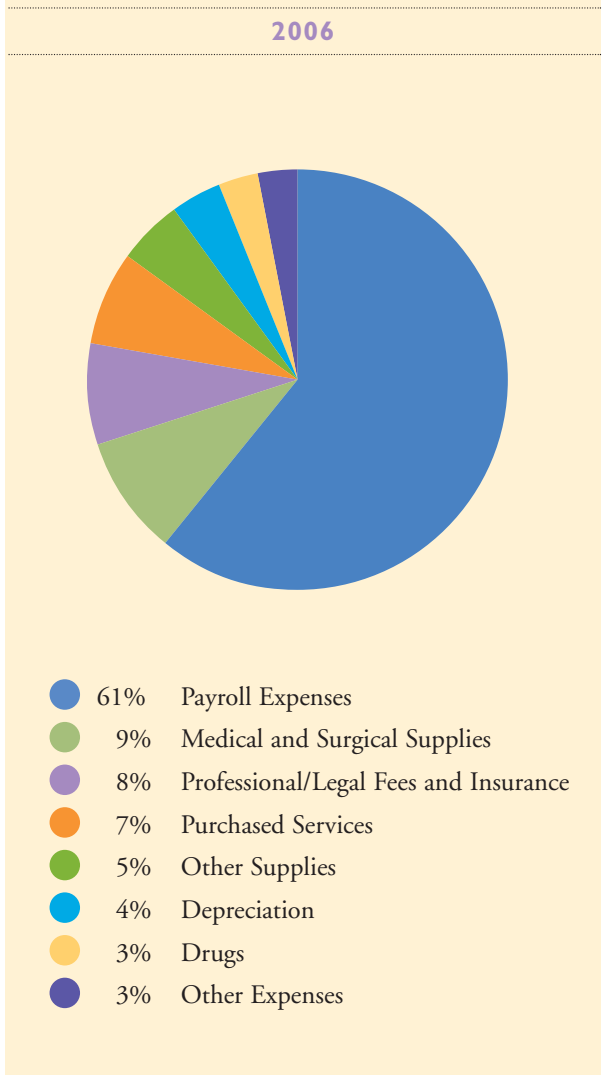
What role does the hospital play in the community beyond delivering care?

Waterbury Hospital is the largest private employer in the city, serving a vital role in the economic vitality of Greater Waterbury. Our influence goes beyond providing excellent care around the clock, 365 days a year. In this report, you will read about the many initiatives we engage in every day to strengthen our community at large. As your neighbor, and as your community partner, we gladly perform these 'community benefits' for a better quality of life for all. For a full listing of our outreach activities, please call our Community Relations Department at 203-573-6717.

FINANCIAL SUMMARY

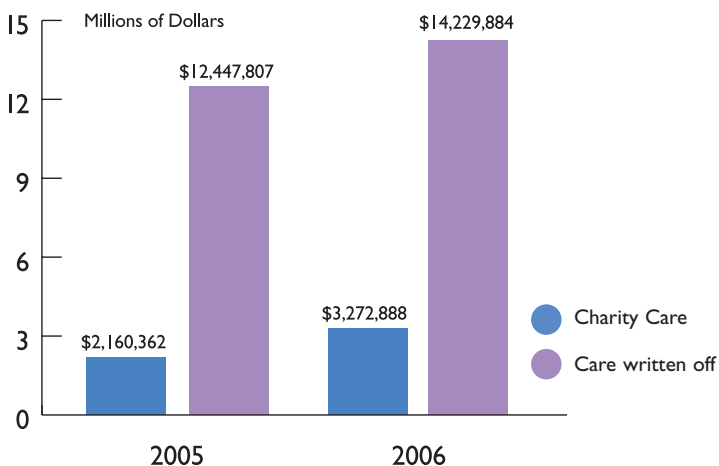
FISCAL YEAR	2006	2005
Net revenues from patients	209,640,036	196,032,413
Other operating revenue	8,180,562	8,441,896
Total operating revenue	217,820,598	204,474,309
Operating expenses		
Salaries	107,659,670	100,067,133
Employee benefits	27,063,293	25,703,814
Supplies & other	75,132,670	65,695,408
Depreciation	9,958,889	9,182,167
Interest & amortization	1,742,603	1,658,259
Total operating expenses	221,557,125	202,306,781
Gain/(loss) from operations before minority interest	(3,736,527)	2,167,528
Minority interest in income of combined affiliates	(1,525,878)	(1,562,891)
Gain/(loss) from operations	(5,262,405)	604,637
Non-operating income	2,783,379	2,403,206
Net gain/(loss)	(2,479,026)	3,007,843
Additions to property, plant & equipment	9,607,104	14,505,317

EXPENSES



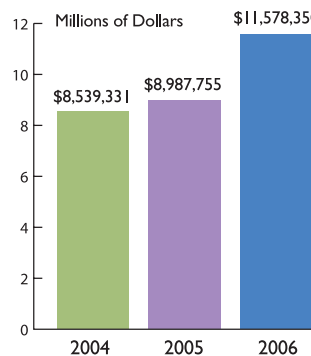
PROVIDING CARE *for all*

Charity Care and Care Written Off from Unpaid Bills



In 2006, Waterbury Hospital provided \$3.27 million in charity care, a 51.5% increase from 2005 and a reflection of more uninsured individuals in a city with the highest unemployment rate in Connecticut. The hospital also wrote off \$14.23 million for care it provided to patients but was not fully paid by Medicare, Medicaid, commercial insurers and self paying patients.

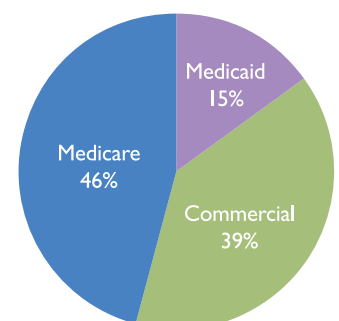
Medicaid Losses 2004 – 2006



Medicaid is the government health insurance program for the poor. While the hospital received some Medicaid payment relief in 2004, losses in this area for 2006 still topped \$11 million net of the State's uncompensated care pool funding. Medicaid patients make up about 15% of the hospital's patients, typical of urban hospitals in Connecticut.

How We Were Paid for the Care We Provided in 2006

61% of the care we provided in 2006 was paid for by the government through Medicare and Medicaid. These government payers typically do not cover the full cost of care, straining not-for-profit hospitals' bottom lines.



HELPING PARENTS become Advocates for Their Children

Chances are you've met one of these parents on the playground, or at a neighborhood rally. The fact is, you can't miss their confident demeanor or their positive leadership style. They're all graduates of the Parent Leadership Training Institute (PLTI), a comprehensive, free, 20-week course that empowers parents across race, class and culture to become leading advocates for their children.

Now in its sixth year, PLTI boasts 107 parent grads, and a track record of successful community initiatives – from school beautification and safety projects to new state legislation – undertaken by these newly minted leaders.

Course curriculum addresses topics such as public policy and budgets; city, state and federal law; and community building. "Parents will say, 'I didn't know I could affect that kind of change,'" said Patricia Spofford, PLTI Coordinator at Waterbury Hospital. "It's wonderful to see the growth in 20 short weeks."

The program is funded by Connecticut Parent Trust Fund and Waterbury Hospital. State Senator Joan Hartley has also been involved in securing ongoing funding for the program. For information on the PLTI program, please call Patricia Spofford at 203-573-6240.



Michael Yeldell is one of 107 Greater Waterbury parents who have graduated from the Parent Leadership Training Institute, a comprehensive, free, 20-week course that empowers parents across race, class and culture to become leading advocates for their children.

15,000 STUDENTS WITNESS Stark Reality of Drinking and Driving

You could hear a pin drop in the darkened auditorium of a local high school. The images of twisted bodies and wrecked cars filled the screen, an all too graphic example of what can happen when teens drink and drive.

Waterbury Hospital's award-winning Hard Truth program, now in its fifth year, is a show that is constantly on the road, reaching 15,000 students in 50 high schools and colleges in 2006 alone.

The 90-minute presentation features an unrelenting barrage of honest information and real-life, graphic photographs and stories by survivors and the convicted, showing the destruction, pain and suffering that lingers long after the initial tragedy.

For more information, call Ralph Miro at 203-573-7390.

HIV/AIDS PROGRAM is Model for Nation

The Waterbury Hospital Infectious Disease (ID) Clinic remains the largest provider of comprehensive care to approximately 775 persons living with HIV/AIDS in Greater Waterbury. The hospital received, in total, \$617,892 in federal and state grant funding during the fiscal year to provide services to individuals living with HIV and AIDS in our community.

Included were two federal grants, one from the U.S. Department of Health and Human Services HIV/AIDS Bureau (HRSA/HAB); one from the City of New Haven's Department of Public Health/New Haven/Fairfield County Ryan White Title I Office, and a Connecticut Department of Public Health Center for Disease Control grant for HIV/AIDS prevention. The ID Clinic also successfully competed for a HRSA-funded Capacity Building Grant, receiving \$23,483 to implement a patient self-management program as part of a larger Chronic Care Disease Model of multi-disciplinary care. Also received was a \$1,000 grant from the Lucy Edwina Schlagel Fund of the Congregational Church of Waterbury to support the Alternative Therapy Program.

The clinic recently moved to an expanded facility that enables staff to provide a comprehensive array of services on site, including, primary care, mental health and substance abuse counseling; nutrition and medication adherence counseling; case management, outreach, counseling and testing; and alternative therapies and consumer education.

In a recent Ryan White Title I site visit, reviewers ranked Waterbury Hospital's ID Clinic as the top HIV primary care clinic in New Haven-Fairfield County, and recommended that the clinic be funded as a national model program and HIV Center of Excellence.



CREATING A HEALTH-CARE 'PIPELINE' for Our City's Youth

When Waterbury Hospital employee Sophie Kotomski, a human resources consultant, first started mentoring at Wilby High School in the city, she wondered what kind of an impact she could make.

"It was difficult at the beginning of the school year," said Kotomski, "when the students and I were first introduced. There were days when I wondered if I was making a difference. But after working with them each week, I recognized through the discussions we shared and the questions they asked, that I'd gained their trust and that I was teaching them something valuable."

Now, Waterbury Hospital, along with the Northwest Workforce Investment Board and other partners, is continuing its commitment to educating Waterbury public school students about health-care careers, as well as what it will take academically to get them into these jobs.

The hospital's innovative "Youth Pipeline" includes three programs:

Adopt-A-Classroom (elementary)

The Adopt-A-Classroom Program, which was started in 2001 by Waterbury Hospital Director of Emergency Medicine Craig Mittleman, MD,



Craig Mittleman, MD, Waterbury Hospital Director of Emergency Medicine, teaches elementary students the finer points of the human body.



Sophie Kotomski, Human Resources Consultant with Waterbury Hospital, mentors a student from Wilby High School. Employees from the hospital have been mentoring the 9th graders at Wilby High School since 2004. It's all part of the hospital's "Youth Pipeline" for Waterbury students in elementary through high school.

connects hospital health-care professionals with third-, fourth-, and fifth-grade students at Walsh and Driggs elementary schools. Teams of two health-care professionals visit their "adopted" class four to five times

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Sophie Kotomski
HUMAN RESOURCES CONSULTANT

each school year, interacting with students and discussing topics such as nutrition, hygiene, asthma education and bicycle safety.

A PEACH of a Program (middle school)

At the middle-school level, the Providing Early Acquaintance with Careers in Health (PEACH) Program strives to increase academic achievement and educate students at North End Middle School about available health-care careers. PEACH provides youngsters with information on health-care career options, introduces them to health-care professionals, and teaches a specialized curriculum.

Mentoring (high school)

At the high-school level, Waterbury Hospital is the leading partner with Waterbury Public Schools in the city's Smaller Learning Communities/Ninth Grade Academies program. The program's goal is to prepare ninth-graders to make academic choices that will define their life goals, before entering the tenth grade.

For information on the Youth Pipeline, please call Juana Clarke at 203-573-6086.

A LOCAL APPROACH TO the Problem of the Uninsured



A toddler and his mother visit with Drew Edwards, MD, at his Prospect office. Dr. Edwards is among 330 doctors in Greater Waterbury who donate care to the uninsured.

At any one time, there are an estimated 20,000 adults and children living in Greater Waterbury without health insurance. Some 330 area physicians believe they still deserve quality health care. The doctors are taking part in Waterbury Project Access, a decidedly local and personal approach to the problem of the nation's 45 million uninsured.

Over the past two years, each physician has agreed to donate a limited amount of charity care to the city's uninsured. The doctors are supported by donated services, such as diagnostic tests and hospital care, from Waterbury Hospital and Saint Mary's Hospital, along with Staywell Health Center and the Waterbury Health Department. The program is also sponsored, in part, by a federal Healthy Communities Access Program grant. Waterbury is among 50 communities nationwide participating in the initiative.

“This program is designed to be a temporary safety net versus a long-term handout.”

Leslie Swiderski
SOCIAL SERVICES SUPERVISOR

“The perception is that these are destitute people,” said Leslie Swiderski, Social Services Supervisor with the Waterbury Health Access Program. “However, most are working families without employer-sponsored medical coverage. Others just need assistance during a period of unemployment.”

For information on the Waterbury Health Access Program please call Leslie Swiderski at 203-573-7681.

THESE DOCTORS Make House Calls

Waterbury Hospital is the major training site in Connecticut for the Yale School of Medicine's Primary Care and Internal Medicine Residency Program for new doctors. Over 200 doctors have trained in the program since 1989, with more than 60 choosing to settle in Connecticut after training, 24 of whom practice in Greater Waterbury.

Now, the Yale/Waterbury Hospital partnership is among just a handful of institutions in the country requiring medical residents to make house calls on selected patients.

The Home Visitation Program was launched in 2006 with support from the Yale Primary Care faculty on staff at Waterbury Hospital, as well as the hospital's affiliated medical group, Alliance Medical, located in Middlebury.

Some 30 residents currently training at Waterbury Hospital make house calls on a regular basis. “The program gives us, as new doctors, better insight and empathy into our patients' lives,” said Mark Simone, MD, a third year resident who helped to design and implement the program. For more information, call 203-573-6574.



**WATERBURY
HOSPITAL**

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(Featuring Meredith Monopoli, Waterbury Hospital
Family Birthing Center, cradling newborn Ella Goldstone.)

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