

Greenwich Hospital

Annual Report | 2022



Yale
NewHaven
Health
Greenwich
Hospital

Dear Friends,

Extraordinary work took place at Greenwich Hospital in 2022, from launching new clinical initiatives to broadening our scope of services to partnering with local agencies to build healthy communities in Connecticut and New York.

Patients benefited from our affiliation with Yale New Haven Health, a world-class healthcare system. Access to care increased as Greenwich Hospital partnered with Yale Medicine, Yale New Haven Children's Hospital and Smilow Cancer Hospital in New Haven to strengthen the breadth of our services for adults and children.

Our efforts drew national attention. For a second consecutive year, Greenwich Hospital earned a five-star hospital quality rating from the Centers for Medicare and Medicaid Services – the highest distinction offered by the federal agency. We were recognized with six Press Ganey awards for exemplifying the highest levels of patient experience standards, joining an elite group of healthcare organizations nationwide. The Women's Choice Awards named Greenwich as one of America's Best Hospitals for Patient Experience and Cancer Care. We also received an "A" safety rating from Leapfrog, a national watchdog organization, as one of the nation's safest hospitals.

These national accolades are a testament to the talented doctors, nurses, staff and volunteers, who work together to deliver extraordinary care each day. We stand in awe of their unwavering commitment to our mission of serving the community. We are humbled by the generosity of our donors and the community, whose philanthropy has an enduring impact on patients and their loved ones for years to come.

As another year begins, we are filled with overwhelming gratitude to be part of a premier healthcare organization known for its robust culture of excellence. We look to the future with confidence, knowing we have the resources and the will to take on any challenge.

Sincerely,



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Greenwich Hospital – Year in Review

Megan Katz of Darien will always remember St. Patrick’s Day 2022 as the glorious day when Dylan – born at 27 weeks of gestation – finally came home after 63 days in Greenwich Hospital’s Level III-B Neonatal Intensive Care Unit. The newborn’s journey demonstrates the high-level of care available at Greenwich Hospital through its affiliation with Yale New Haven Health, one of the nation’s premier healthcare systems. “Our family is full of gratitude,” said Katz.

The Katz family were among the thousands of Connecticut and New York residents who turned to Greenwich Hospital in 2022 for preeminent healthcare services. A total of 3,089 newborns were born at the hospital. Inpatient discharges reached 13,444 for the year, with outpatient encounters at 400,968. The Emergency Department saw 38,769 visits.

Clinical innovation

While the number of hospitalized COVID-19 patients never reached pandemic proportions, the virus and its numerous variants remained a community threat. Thousands of adults and children – including a growing number with advanced illnesses because they delayed care during the pandemic – sought inpatient and outpatient medical and surgical services.

Greenwich Hospital adeptly tackled these challenges, providing high-quality care with the finest doctors, nurses and other healthcare providers, bolstered by the collaboration with Yale New Haven Health, Yale Medicine and Smilow Cancer Hospital.

With a focus on its most vulnerable patients, Greenwich Hospital was certified by the American College of Emergency Physicians as a Level III Geriatric Emergency Department to provide specialized emergency care to patients ages 65 and older. To better serve children and adolescents, Greenwich began construction of the Pediatric Ambulatory Surgery Center.

The Smilow Cancer Hospital Care Center in Greenwich provided innovative lung cancer screening with low-dose CT scans to potentially increase survival rates. Several Yale Cancer Center physicians joined the Smilow team in Greenwich, further expanding the scope of surgical, medical and radiation oncology services available to area patients.



Emergency Department leaders were behind the effort that led to Greenwich Hospital's national certification as a Level III Geriatric Emergency Department.



The Smilow Cancer Hospital Care Center in Greenwich uses low-dose CT scans to screen at-risk individuals for lung cancer.

Patient Care



13,444

Inpatient Visits

400,968

Outpatient Encounters

Across Greenwich Hospital

1,863

Employees

1,018

Individual Medical Staff



Financial Performance



\$8.2 billion

Total Assets*

\$0.53 billion

Net Revenue

*For Yale New Haven Health

Newborn Care



3,089

Births

Emergency Medicine



38,769

Emergency Department Visits

Greenwich Hospital – Year in Review

The greatest of care

As part of Yale New Haven Health, Greenwich Hospital trained future generations of physicians and nurses through its Internal Medicine Residency Program, Perioperative Nurse Residency Program and Susan D. Flynn Oncology Nursing Fellowship Program. Additional Yale Medicine physicians joined Greenwich Hospital and its outpatient facilities at West Putnam Medical Center in Greenwich and Long Ridge Medical Center in Stamford, thereby increasing patient access to care.

Leading the hospital's initiatives were thousands of doctors, nurses, clinicians, non-clinical staff and volunteers – the people who comprise the heart of Greenwich Hospital. Known for their compassion as well as their skills, many of these

individuals earned accolades in 2022 from organizations such as the United Health Fund and Gilda's Club of Westchester. A total of 133 Greenwich Hospital-affiliated physicians were selected as Connecticut Magazine's 2022 Top Doctors. Three nurses received the prestigious international DAISY Award for providing exemplary care. A total of 116 hospital employees were nominated for providing an exceptional patient experience.

Helping employees to attain life-work balance was a top priority. Greenwich Hospital established Easy Care, an onsite health clinic for employees, and Self-Care Days for employees, which offered meditation. A pilot program focusing on spirituality and nursing promoted staff well-being and improved retention, while enhancing patient care. Clinical nurse transition coaches supported graduating nurses as they assumed their professional roles.



Greenwich Hospital nurses cheered upon learning that Yale New Haven Health's Nurse Residency Program had been recognized by the American Nurses Credentialing Center.



Employees and volunteers enjoyed self-care days with Healing Touch sessions, meditation, and Sound Healing with Tibetan and crystal bowls.



Medical staff and employees donated 3,240 diapers to social agencies in Greenwich and Port Chester, NY, as part of a statewide Yale New Haven Health initiative.

Building healthy communities

Greenwich Hospital's medical staff and employees looked beyond the hospital's borders to build healthy communities. They donated 4,000 pounds of food in the #GiveHealthy food drive to assist two food pantries, Neighbor to Neighbor in Greenwich and Meals of Main Street in Port Chester, NY. Led by the hospital's Diversity, Equity, Inclusion and Belonging Council, they donated 3,240 diapers to local social service organizations to assist families in need and provided home repairs to a Vietnam War veteran through House of Heroes in Connecticut. Employees also served as workplace mentors to Project Search interns from Abilis, which assists individuals with special needs.

As part of ongoing efforts to be environmentally responsible, Greenwich Hospital partnered with Food Rescue to reduce waste and food insecurity by donating unused leftovers to Community Centers Inc. of Greenwich, a local social service agency. The hospital recovered 80,800 pounds of food scraps, which is the equivalent of avoiding 49,288 pounds of carbon monoxide and 56,188 miles of driving. Greenwich Hospital's composting initiative also significantly reduced the amount of waste going into landfills.

In keeping with its mission, Community Health offered various educational programs in partnership with local agencies such as the Greenwich and Rye YMCA, Greenwich YWCA, Carver Center, Boys & Girls Club, Greenwich Library and Port Chester-Rye Brook Public Library, Greenwich CT and Westchester, NY schools, and local police and fire departments. Healthcare professionals conducted numerous lectures and webinars for the community. The hospital offered support groups to assist patients coping with multiple sclerosis, cardiovascular disease, Parkinson's disease, chronic pain, cancer and other medical conditions.

Greenwich Hospital also completed its triennial Community Health Needs Assessment and developed a Community Health Improvement Plan (CHIP). CHIP guides the hospital's work for the next three years to support the identified health and well-being needs of the community, including improving access to care, increasing behavioral health services, and tackling disparities that impact an individual's health status. The assessment was a community-wide undertaking with extensive data collection and input from area residents, health and social services experts, and people who serve the community every day. Greenwich Hospital conducted the assessment in collaboration with the Greenwich Community Health Improvement Partnership and the Council of Community Services that serves Port Chester, Rye and Rye Brook in New York.

Greenwich Hospital – Year in Review



Area residents expressed their gratitude to staff on the appreciation mural, that was on display at the hospital's Carl and Dorothy Bennett Community Garden.

A generous community

The community generously supported the hospital in many ways, including philanthropy and volunteerism. The Greenwich Hospital Auxiliary donated \$350,000 for an adolescent behavioral health program and \$200,000 for the hospital's midwifery program. It also funded four annual scholarships for high school graduates pursuing healthcare careers. A total of 220 volunteers provided more than 24,000 hours of service to the hospital despite COVID-19 restrictions.

Gifts to the Greenwich Hospital Office of Development exceeded \$9.9 million from more than 1,177 donors through restricted major gifts and the annual fund. All investments ensure enhanced programming, equipment acquisition and staff education to attain the hospital's future vision. Community support included funding for adolescent and adult behavioral

health alongside investments for Neuroscience, Heart and Vascular, Pediatrics, Oncology and the Emergency Department. These programs are all part of the hospital's Comprehensive Campaign that will celebrate a public launch on Sept. 22, 2023 at the annual Benefit.

One of the most poignant moments of 2022 was the unveiling of a beautiful appreciation mural created by artist Rick Garcia in honor of the frontline heroes who worked at Greenwich Hospital during the height of the pandemic and sponsored by C. Parker Gallery. Hundreds of area residents signed the mural during the annual Greenwich Reindeer Festival & Santa's Workshop, that was proudly displayed in the hospital's Carl and Dorothy Bennet Community Garden. The mural reaffirms that Greenwich Hospital, with the support of its community partners, can rise to any challenge – now and in the future.

A national leader in health care

From stroke to diabetes care to oncology and outpatient services, Greenwich Hospital's culture of excellence and exemplary patient experience drew national recognition in 2022, including:

- A five-star hospital quality rating from the Centers for Medicare and Medicaid Services – the highest distinction offered by the federal agency – two years in a row.
- Three Press Ganey Guardian of Excellence Awards for patient experience in Inpatient, Outpatient Oncology and Outpatient Rehabilitation, and three Pinnacle of Excellence Awards for exhibiting the highest patient experience standards for three consecutive years.
- An “A” grade as one of the safest hospitals in the nation, according to The Leapfrog Group, an independent national patient safety watchdog group.
- The Women’s Choice Awards as one of America’s Best Hospital’s for Patient Experience and Cancer Care.
- An award for providing the latest evidence-based stroke and diabetes care from the American Heart Association/American Stroke Association.
- A three-year reaccreditation of Smilow Cancer Hospital Care Center in Greenwich from the Commission on Cancer and the National Accreditation Program for Breast Centers.
- American Nurses Credentialing Center recognition of Yale New Haven Health’s Nurse Residency Program offered at Greenwich Hospital.
- Designation as a LGBTQ+ Healthcare Equity Top Performer in the Human Rights Campaign Foundation’s Healthcare Equity Index.



Physicians, nurses and staff celebrated as Greenwich Hospital earned a five-star hospital quality rating from the Centers for Medicare and Medicaid Services.

Expert pediatric care in the community

Meghan Katz was looking forward to Dylan coming home after two months in Greenwich Hospital's Level III-B Neonatal Intensive Care Unit (NICU). Yet she felt a trace of sadness about leaving the neonatologists, pediatric specialists, nurses, speech therapist, occupational therapist and physical therapist who helped Dylan – born at 27 weeks of gestation – thrive when he was the most vulnerable.

“The NICU staff became part of my family,” said Katz, who has three boys under the age of 3. “It was amazing to have such a great team close to home.”

Like Katz, a growing number of lower Fairfield County parents recognize that everything their child needs from a top-ranked children's hospital is at Greenwich Hospital. With its long tradition of providing exceptional pediatric care, Greenwich Hospital has an extensive partnership with Yale New Haven Children's Hospital (YNHCH) and Yale Medicine to enhance its continuum of pediatric inpatient, emergency medicine, surgical and specialty ambulatory care. Plans are also underway to open a Pediatric Ambulatory Surgery Center.

Coverage is available around the clock at Greenwich Hospital with Yale Medicine pediatric hospitalists in the inpatient unit and YNHCH pediatric emergency medicine physicians in the Emergency Department. Located at 500 West Putnam Ave. in Greenwich, just a few miles from the New York border, the YNHCH Pediatric Specialty Center in Greenwich has nationally ranked specialties and expert providers. Telehealth capabilities also allow families and providers to easily consult with specialists.

“Parents have peace of mind with the added level of support and expertise that our pediatric specialists and subspecialists bring to Greenwich Hospital,” said Karen Santucci, MD, chief medical officer and a board-certified pediatric emergency medicine physician. “Pediatric specialists have specific training and experience diagnosing and treating infants, children and teens. They know how to establish an instant rapport with kids, providing assurances they're in a safe, friendly place. They also collaborate with community pediatricians to ensure continuity of care for each patient.”

“The NICU staff became part of my family. It was amazing to have such a great team close to home.”

“Our clinical training helps us navigate the nuances and subtleties of caring for children and teens. We work with the family and the child to home in on exactly what's going on,” said Seth Woolf, MD, a Yale Medicine pediatric emergency medicine physician. Nearly 25 percent of the roughly 40,000 patients treated in the ED each year are children and adolescents. A separate pediatric waiting room – featuring a virtual fish tank, child-size furniture, age-appropriate books, TV programming and interactive media – helps to make a child's visit less stressful. Kid-friendly decor makes the examination rooms more inviting.

Rabia Malik, MD, is a pediatric hospitalist in the inpatient Pediatric unit. “Pediatric specialists need to be versatile because each age comes with its own challenges,” she said. “The unit's nurturing environment address the needs of children, who may have difficulty expressing themselves, as well as those of parents, who may be concerned. Parents and guardians help us to make informed decisions.”

Katz appreciated the NICU's family centered care. “Everyone at Greenwich was so welcoming and approachable,” she said. “I had direct access to the doctors and nurses. They were always available. They were truly invested in Dylan's care.”

“A large part of what we do is take care of the entire family,” said Shruti Gupta, MD, a Yale Medicine neonatologist and the NICU's medical director. “We focus on how to best increase the quality of life of the babies and their families.”



Megan Katz holds Dylan in the Neonatal Intensive Care Unit where (from left) Shruti Gupta, MD, medical director, and Carleigh Sher, RN, provide family-centered care.



Jill Ernst resumed teaching yoga classes following an ablation procedure to correct an erratic heart beat at Greenwich Hospital.

Where the beat goes on

Jill Ernst's first cardiac episode occurred nine years ago during the birth of her triplets. Her physician advised her to see a cardiologist. But Ernst attributed the heart issue to the stress of delivering three babies by cesarean section, so she did not visit the heart specialist.

Her second cardiac event in December 2019 was more alarming. Ernst was in a barre class when she sensed her heart racing. "I had this overwhelming, light-headed feeling, as if I was going to faint," she recalled. "It was the first time I had experienced something like that." At a walk-in clinic, an electrocardiogram (EKG) registered her heart rate in the 180s, far above the normal resting rate. "They assured me, though, that I wasn't having a heart attack."

Still, they recommended Ernst, then 43 years old, take an ambulance to Greenwich Hospital's Emergency Department, where the cardiologist on duty administered another EKG and a chest X-ray, neither of which indicated any heart disorders. He did prescribe medication.

On the advice of her primary care provider, Ernst saw Ilir Maraj, MD, a Yale Medicine electrophysiologist at Greenwich Hospital's Yale New Haven Health Heart and Vascular Center at 500 West Putnam Ave. in Greenwich. After several tests, Dr. Maraj determined Ernst had supraventricular tachycardia (SVT), a malformation involving the heart's electrical system. SVT is an abnormally erratic heartbeat – often called an arrhythmia – that occurs when the normal electrical impulses in the heart are disrupted. Symptoms include shortness of breath, chest pain, fatigue, light-headedness, dizziness and palpitations.

"The heart is a mechanical pump," said Dr. Maraj. "However, it has a natural pacemaker that generates electrical signals to the four chambers through specialized fibers, and that's how the heart beats." He advised Ernst to continue taking the medication and wear a heart monitor to track any recurring arrhythmias. Ernst experienced another arrhythmia while teaching a yoga class, prompting Dr. Maraj to suggest she undergo an ablation.

"It was convenient to have the ablation at the hospital and my follow up appointments with Dr. Maraj at the Heart and Vascular Center. Everything I needed was close to home."

"During an ablation, we insert thin flexible tubes, called catheters, through the veins on both sides of the groin," explained Dr. Maraj. "Using electrical sensors on the tips of the catheters, we trigger the same arrhythmia. We then apply radiofrequency energy or heat to eliminate the abnormal heart tissue emitting the irregular electrical signal. This procedure restores a normal heartbeat."

Dr. Maraj scheduled Ernst's ablation at Yale New Haven Hospital in March 2020, "but then COVID-19 hit," she said, and the hospital suspended many non-urgent surgeries. When she finally had the procedure, the delay proved fortuitous because Greenwich Hospital was performing ablations at its Electrophysiology Laboratory by then. That meant the Greenwich resident could access advanced treatment without a long commute to New Haven.

"I spent the night in the hospital and went home the next day. It was convenient to have the ablation at the hospital and my follow up appointments with Dr. Maraj at the Heart and Vascular Center," said Ernst. "Everything I needed was close to home."

"I have my energy back and do not take any medications," added Ernst. "I'm also more conscious about pushing myself too hard. Now after yoga, I take a few minutes to cool down and make sure my heart rate hasn't gone up. It feels great to be back to teaching yoga again."

Assets

(In thousands)	September 30, 2022	September 30, 2021
Current assets		
Cash and cash equivalents	\$ 223,232	\$ 439,777
Short-term investments	3,262,571	3,940,899
Patient receivables	733,071	671,681
Professional liabilities insurance recoveries receivables	85,542	79,615
Other assets	308,875	286,478
Assets limited as to use - debt service fund	6,749	6,398
Total current assets	4,620,040	5,424,848
Assets limited as to use	174,612	205,916
Long-term investments	351,747	376,465
Interest in the net assets of Greenwich Hospital Endowment Fund, Inc. (GHEF)	110,932	138,729
Professional liabilities insurance recoveries receivable	176,764	185,584
Other assets	135,740	164,526
Right of use assets	324,277	321,244
Property, plant and equipment, net	2,078,678	2,051,711
Goodwill	184,995	185,262
TOTAL ASSETS	\$ 8,157,785	\$ 9,054,285

Liabilities and Net Assets

(In thousands)	September 30, 2022	September 30, 2021
Current liabilities		
Accounts payable and accrued expenses	\$ 1,071,291	\$ 959,026
Current portion of long-term debt	20,440	23,665
Current portion of finance lease obligation	5,935	5,755
Current portion of professional insurance liabilities	85,542	79,615
Variable rate debt classified as current	186,276	198,005
Operating lease liability - short term	49,786	49,258
Other liabilities	146,990	454,122
Total current liabilities	1,566,260	1,769,446
Long-term debt, net of current portion and deferred financing costs	1,409,154	1,429,953
Long-term finance lease obligations, net of current portion	112,362	118,418
Accrued pension and post-retirement benefit obligations	148,210	237,296
Professional insurance liabilities, net of current portion	275,936	281,702
Operating lease liability - long term	281,352	278,275
Other liabilities	349,031	457,090
Total liabilities	4,142,305	4,572,180
Net assets		
Net assets without donor restrictions	3,579,778	3,981,298
Net assets with donor restrictions	435,702	500,807
Total net assets	4,015,480	4,482,105
TOTAL LIABILITIES AND NET ASSETS	\$ 8,157,785	\$ 9,054,285

Consolidated Statements of Operations

Year ended September 30. (In thousands)	2022	2021
Operating revenue		
Patient service revenue	\$ 507,147	\$ 471,856
Other revenue	23,906	35,589
Total operating revenue	\$ 531,053	\$ 507,445
Operating expenses		
Salaries and benefits	198,677	179,815
Supplies and other	292,581	264,007
Depreciation	26,428	28,414
Insurance	7,249	8,879
Interest	98	24
Total operating expenses	525,033	481,139
INCOME (LOSS) FROM OPERATIONS	\$ 6,020	\$ 26,306

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As of September 30, 2022

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We thank our many loyal donors for their partnership in helping our healthcare team to excel in patient satisfaction, clinical outcomes and safety, finding ways to better serve patients and building healthy communities.

The donors listed in this annual report provided generous support of \$500 or more through pledges and pledge payments, annual gifts, grants, event donations, and bequests from October 1, 2021, to September 30, 2022.

We apologize for any omissions or inaccuracies. If you have any questions, please call the Greenwich Hospital Office of Development at 203-863-3889.

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Greenwich Hospital is honored to acknowledge the philanthropic support of the following donors. Their leadership and dedication to the mission of Greenwich Hospital enhances our ability to care for our patients today and into the future.

\$1 Million and Above

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We are grateful to members of our Societies and Circles giving programs. Annual, unrestricted contributions help the broadest number of patients because they can be directed to the area of greatest need.

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