

Greenwich Hospital

Annual Report | 2020



Yale
NewHaven
Health
Greenwich
Hospital

Dear Friends,

Three simple words on the banners gracing Greenwich Hospital’s facade say it best: “Heroes work here.”

We are proud to have worked alongside these heroes – the women and men who courageously and compassionately cared for patients during the COVID-19 pandemic.

This year will forever be embedded in our personal and collective memories. We shed tears for the patients who lost their battle and cheered for those who recovered. We witnessed the ingenuity of staff, constantly finding creative ways to better care for patients and their loved ones. We were moved by the robust support from a community.

At the same time, Greenwich Hospital welcomed 2,814 newborns, provided life-saving treatment to heart and stroke victims, handled 32,534 Emergency Department visits, cared for cancer patients, and delivered other essential healthcare services to Connecticut and New York residents.

No words can fully express our heartfelt gratitude to the physicians, nurses, employees, volunteers, trustees, donors and area residents who stood by Greenwich Hospital during one of the darkest times in the history of our nation and hospital. We look to the future with hope and confidence, knowing our hospital and community can handle any challenge that comes its way.



Robert Berkley, Jr.
Chairman
Board of Trustees

Felice Zwas, MD
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Greenwich Hospital – Year in Review

While the coronavirus pandemic commanded Greenwich Hospital's immediate attention and resources given proximity to the outbreak's epicenter in New York, the hospital expertly provided urgent, emergent and ongoing high-quality patient care to thousands of Connecticut and New York residents as the region's healthcare provider of choice.

Thousands of residents from Connecticut and New York relied on Greenwich Hospital for their health care in 2020. Inpatient discharges reached 12,737 for the year, with outpatient encounters at 253,779. The number of births, 2,814, increased over last year's total. The Emergency Department saw 32,534 visits.



Greenwich Hospital's Neonatal Intensive Care Unit cares for premature and ill newborns.

Integrated, Patient-Focused Care

Greenwich Hospital launched a multimillion dollar Neuroscience program that includes lifesaving mechanical thrombectomy, becoming one of the few hospitals in lower Fairfield County to offer this state-of-the-art technology and advanced treatment for acute stroke.

Smilow Cancer Hospital Care Center in Greenwich expanded its services in the fight against cancer with the addition of interventional oncology services. Interventional oncology uses minimally invasive, targeted procedures to deliver treatment directly to the tumor, while sparing surrounding healthy tissue. Interventional oncologists perform these procedures guided by images produced by ultrasound, CT scans and real-time X-rays. This minimally invasive procedure is so targeted, patients return home the same day to recover.

Breast cancer patients were also introduced to a new, innovative surgical program that treats breast cancer-related lymphedema, a chronic condition that can impair health and mobility long after completing cancer treatment. The advanced procedure, performed by a plastic surgeon who focuses on natural tissue breast reconstruction, is an additional treatment option offered through the hospital's comprehensive lymphedema program.

The hospital received a \$3 million anonymous donation to establish a new Pediatric Ambulatory Care Center and to name the Pediatric Emergency waiting room. The gift will help create a child-friendly pediatric ambulatory surgery suite and ease the transfer of patients to the the Center for Pediatric Care.

Advancing care for women with high-risk pregnancies, Greenwich Hospital's perinatology services transitioned to Maternal Fetal Medicine with care provided by Yale Medicine physicians. Specialists within the service also assist women who are experiencing healthy pregnancies and want to prevent complications.

Patient Care



12,737

Inpatient Discharges

253,779

Outpatient Encounters

Across Greenwich Hospital

1,790

Employees

777

Individual Medical Staff



Financial Performance



\$904 million

Total Assets

\$468 million

Net Revenue

Newborn Care



2,814

Births

Emergency Medicine



32,534

Emergency Department Visits

Greenwich Hospital – Year in Review

Improving Access to Care

In November, the hospital celebrated the newly renovated West Putnam Medical Center at 500 West Putnam Ave. in Greenwich. The comprehensive outpatient center, which offers patients easy access to cardiac, primary care, pediatric, endoscopy, laboratory, diagnostic imaging and rehabilitation services under one roof, includes services from Greenwich Hospital, Yale New Haven Health Heart and Vascular Center, Yale Medicine and Northeast Medical Group.

Technology and video conference platforms proved valuable in continuity of patient care, especially during the pandemic. Patients and providers used MyChart video visits via Zoom video conference to conduct office visits virtually. Among other benefits, the move to Zoom allowed patients to grant access to adult children who don't live locally or otherwise can't join them for the appointment.



At Greenwich Hospital, hyperbaric medicine is often used to treat difficult-to-heal wounds that have not responded to traditional treatments and to COVID-19 patients during the pandemic.



In this pre-pandemic photograph, hospital employees gathered on National Wear Red Day in February to raise awareness about heart disease among women.

Recognition for Excellent Patient Care, Innovative Treatment

Highlighting the commitment to providing an extraordinary experience for women at every stage of their lives, Greenwich Hospital received five 2020 Women's Choice Awards; for the seventh consecutive year, America's Best Hospitals for Breast Care and Obstetrics; for the fourth time, America's Best Hospitals for Bariatric Surgery; for a third year, America's Best Stroke Centers; and in 2020 as one of America's Best Hospitals for Cancer Care.

Healthgrades, a leading online source for information about hospitals and physicians, honored Greenwich Hospital for the sixth year with the 2020 Outstanding Patient Experience Award. The award places the organization among the top 15 percent of hospitals nationwide for patient experience.

Keeping the patient experience at the forefront of all care, Greenwich Hospital received four Press Ganey Pinnacle of Excellence Awards for maintaining high levels of excellence. The hospital also received three Guardian of Excellence Awards in Patient Experience in Ambulatory Surgery; Emergency Department; HCAHPS and Inpatient Services.

The hospital earned national recognition for environmental protection efforts. The Gold Level Go Clear Award from the Association of Perioperative Registered Nurses (AORN) was presented to Greenwich Hospital for its commitment to safety by implementing practices that eliminate smoke caused by lasers and electrosurgery devices used during procedures.

Greenwich Hospital's Stroke program was recognized by the American Heart Association/American Stroke Association for providing up-to-the-minute, scientifically based treatment to support better patient outcomes. The Get With The Guidelines® – Stroke Gold Plus Quality Achievement Award and the Target: Type 2 Diabetes Honor Roll Award represent the exceptional care patients with stroke and diabetes receive at Greenwich Hospital.

The Human Rights Campaign Foundation awarded Greenwich Hospital the "LGBTQ Healthcare Equality Leader" designation in the Healthcare Equality Index 2019. The designation recognizes the organization's commitment to encourage equal care for LGBTQ Americans by evaluating inclusive policies and practices related to LGBTQ patients, visitors and employees.

A generous community

With the support of community partners, Greenwich Hospital continued to provide innovative, compassionate, world-class care close to home for the patients it serves.

Gifts to the Greenwich Hospital Office of Development exceeded \$34.4 million from more than 1,600 donors through the annual fund and major gifts to support the clinical growth plan and other priorities. The hospital received a landmark gift of \$14 million toward the construction of a new cancer center, two first-ever \$5 million endowed positions in infectious disease and neuroscience, and a generous gift to establish a dedicated unit for patients with COVID-19 and other infectious diseases. Support for COVID-19 initiatives exceeded \$3.3 million.

In addition, the Greenwich Hospital Auxiliary met its financial commitment of \$250,000 to support telestroke and pediatric services. It also funded four annual scholarships for high school graduates pursuing healthcare careers.



Greenwich Hospital's commitment to high-quality care and the patient experience garnered seven national recognitions.

Greenwich Hospital mobilizes to combat COVID-19 pandemic

From the start, Greenwich Hospital was at the forefront of battling the COVID-19 pandemic, becoming the first Connecticut hospital and the first Yale New Haven Health (YNHHS) delivery network to establish a drive-through COVID-19 testing site. Greenwich was also the first YNHHS hospital to use plasma therapy to treat COVID-19.

When the pandemic arrived at Connecticut's doorstep, hospital staff from all departments mobilized. Clinical and non-clinical areas were reconfigured to create an additional 71 patient beds and the size of the Intensive Care Center nearly tripled to 30 beds. A tent on the Emergency Department deck was used to triage patients. Telehealth capabilities in the Intensive Care Unit (ICU) and Emergency Department were significantly expanded. A total of 112 physicians received disaster privileges to practice at the hospital.

To support patients and families, the hospital established a virtual consultation room for families to speak with physicians and view their loved ones in the ICU, and deployed tablets to various units to connect patients and loved ones via Zoom and FaceTime. Several initiatives to support the emotional well-being of staff were launched.

The outpouring of support from the community was heartwarming. They donated 17,000 meals along with supplies, personal protection equipment, as well as \$3.3 million to a variety of COVID-19 programs. Parades of first responders paid their respects to frontline employees. Residents sent messages of encouragement and posted thank you notes on doors, sidewalks and on social media. Although Greenwich Hospital suspended volunteer programs, the Auxiliary supported staff from afar by making masks and donating food. An anonymous couple made a generous gift to establish a dedicated, state-of-the-art unit for patients with infectious diseases, including COVID-19, and purchase powered air-purifying respirator suits to protect frontline staff.



A tent on the Emergency Department deck was used to triage patients during the height of the pandemic to ensure safety.



Greenwich Hospital was the first hospital in Connecticut to establish a drive-through COVID-19 testing site.



Greenwich Hospital resumed previously suspended clinical services, including elective surgeries, in May 2020. Staff meticulously followed safety protocols, including advanced cleaning and disinfecting in all areas.

By May, Greenwich Hospital began to resume clinical services that were suspended when the pandemic began. The hospital instituted numerous measures to protect staff, patients and visitors, including social distancing, additional COVID-19 screening and testing, and advanced cleaning and disinfection protocols.

While the number of COVID-19 hospitalizations decreased during the summer, Greenwich Hospital prepared for an anticipated second wave, knowing its healthcare workers – now known as healthcare heroes – were poised to take on the challenge.



Nurses, physicians, respiratory therapists and others cared for COVID-19 patients in the Intensive Care Unit, which was expanded from 10 to 30 beds.

34,866

COVID-19 tests



756

COVID-19 patients admitted



\$3.3 million

COVID-19 emergency
fund donations



702

COVID-19 patients discharged
back to their lives



6,080

Video visits





Greenwich Hospital is grateful to thousands of healthcare workers who rose to the challenge to care for COVID-19 patients.

Cheers and tears for COVID-19 survivor

The sound of *Here Comes the Sun* – the song played each time a COVID-19 patient was discharged – never sounded sweeter than on May 18 when Gabriel Cid left Greenwich Hospital to become the 2,500th COVID-19 patient discharged across Yale New Haven Health.

Cheers erupted when Cid, 44, emerged from the hospital in a wheelchair to see his family for the first time since being admitted on April 12. The Greenwich resident spent 30 days in the Intensive Care Unit, including 21 days on a ventilator.

“The nurses and doctors are angels,” said Cid, fighting back tears. “I will never forget the support and love they showed me and my family.”

April was a particularly cruel month for Cid and his family as his health went from bad to worse. He distinctly recalled the day he was transferred to the Intensive Care Unit and told he needed to be put on a ventilator. “It was terrifying,” he said. “I knew the odds were against me.” Ellen Stacom, RN, and Cid recited the Lord’s prayer before the tube was inserted. He wondered if Stacom’s face would be the last face he would ever see.

After eight days of rehabilitation, Cid slowly began regaining his health and returned to work as an accountant. He lost 50 pounds and a significant amount of muscle mass in his upper body and legs during the illness. His hair also fell out during a two-week period.

Months later, Cid returned to Greenwich Hospital to thank Stacom, recipient of the international DAISY Award for Extraordinary Nurses. Stacom was known as the “Zoom Nurse” during the pandemic. She communicated and prayed daily with Cid’s wife and children via Zoom during his hospital stay because he could not have visitors.

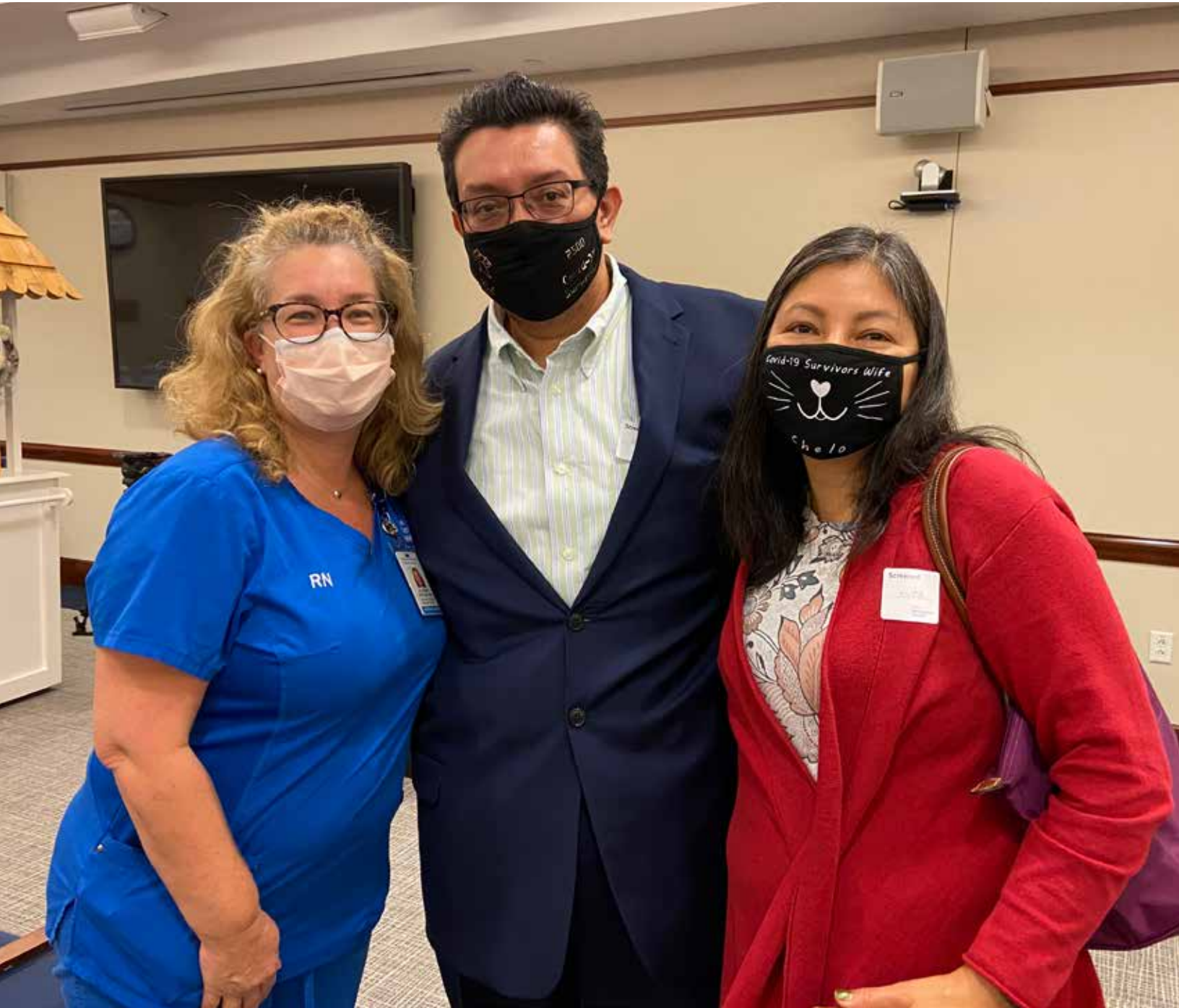
“The nurses and doctors are angels. I will never forget the support and love they showed me and my family.”

Cid said his brush with death has renewed his determination to stay physically active and regain his health. He began walking a tenth of a mile, then a half mile, and has now started a 5K training program. He hasn’t suffered any other long-term effects from the coronavirus and now has a full head of hair. He continues to work toward reaching his ideal weight and has made lifestyle changes that have greatly improved his overall health.

“I am in the best shape I’ve been since my 30s!”



Gabriel Cid waves to the crowd as he leaves the hospital after spending 30 days in the Intensive Care Unit.



Gabriel Cid and his wife, Consuelo, reunited with Ellen Stacom, RN, who prayed and communicated daily with his family via Zoom during the hospital stay.



Joseph Perez was back to work just weeks after undergoing life-saving stroke surgery known as mechanical thrombectomy.

A miracle in the operating room

Joseph Perez, 50, never imagined his work day driving a limousine would end in an ambulance racing to Greenwich Hospital to undergo life-saving stroke surgery.

The symptoms were evident when he arrived home – slurred speech, dizziness and partial paralysis. First responders rushed him to Greenwich for mechanical thrombectomy, a minimally invasive procedure to remove blood clots from the brain. Perez began moving and speaking within minutes of having the clot removed by Akli Zetchi, MD, a Yale Medicine cerebrovascular neurosurgeon. He was awake with mild sedation during the procedure.

“It was a miracle! Dr. Zetchi saved my life,” said the Port Chester, NY resident.

“Mechanical thrombectomy has revolutionized the treatment of acute strokes because we can perform this intervention up to 24 hours from the onset of symptoms, which means we can treat more people,” said Dr. Zetchi. “It’s a game changer because this advanced level of stroke care does not require major surgery.”

Stroke patients are treated in a \$4.5 million neuroscience interventional laboratory that features neuro biplane three-dimensional imaging – all made possible by the generosity of community donors. A neuro interventionist along with specially trained nurses and technicians are on standby 24/7 to respond to a stroke alert. In addition to stroke, physicians can treat carotid artery disease, brain aneurysms, vascular malformations of the brain and spinal cord, brain tumors, adult-onset hydrocephalus and traumatic brain injury.

“It was a miracle! Dr. Zetchi saved my life.”

Biplane imaging uses two mounted rotating cameras that simultaneously capture detailed images of the brain allowing surgeons to precisely identify the affected area. During a mechanical thrombectomy, physicians thread a thin catheter with a stent through an artery in the groin up to the blocked artery in the brain, using biplane imaging as a guide. Physicians remove the stent once the device has trapped the blood clot.

The 24-hour window for treatment means individuals who wake up in the morning to discover they are experiencing symptoms of stroke should immediately call 911.

“We need to change people’s mentality when it comes to stroke,” said Dr. Zetchi. “It’s not about ‘I had a stroke.’ It’s about ‘I’m having a stroke.’ There’s still a chance that mechanical thrombectomy can reverse stroke symptoms and, in some cases, save lives.”



Akli Zetchi, MD, performs life-saving stroke surgery in the neuroscience interventional laboratory.

Assets

Year ended September 30. (Amounts are in thousands)	2020	2019
Current assets		
Cash and cash equivalents	\$ 73,409	\$141,902
Short-term investments	160,814	32,829
Accounts receivable for services to patients, less allowance for uncollectible accounts	59,085	47,955
Professional liabilities insurance recoveries	20,475	14,083
Other assets	26,924	25,976
Total current assets	340,707	262,745
Assets limited as to use	15,851	14,549
Long-term investments	34,345	38,346
Interest in the net assets of Greenwich Hospital Endowment Fund, Inc.	118,755	98,754
Other assets	29,900	10,958
Right of use assets	74,808	—
Professional liabilities insurance recoverable receivable	28,731	20,561
Property, plant and equipment	260,482	268,133
TOTAL ASSETS	\$903,579	\$714,046

Liabilities and Net Assets

Year ended September 30. (Amounts are in thousands)	2020	2019
Current liabilities		
Accounts payable and accrued expenses	\$ 74,038	\$ 72,852
Current portion of long-term debt	3,165	3,032
Professional liabilities	20,475	14,083
Variable rate debt classified as current	17,540	20,735
Operating lease liability - short term	7,763	—
Other liabilities	22,201	1,754
Total current liabilities	145,182	112,456
Accrued pension benefit obligations	32,062	46,120
Other long-term liabilities	44,647	18,620
Professional liabilities	41,039	31,318
Operating lease liability - long term	71,699	
Total liabilities	334,629	208,514
Net assets		
Unrestricted	383,986	358,004
With donor restrictions	184,964	147,528
Total net assets	568,950	505,532
TOTAL LIABILITIES AND NET ASSETS	\$903,579	\$714,046

Consolidated Statements of Operations

Year ended September 30. (Amounts are in thousands)	2020	2019
Operating revenue		
New patient service revenue, less provision for bad debts	\$405,114	\$389,641
Other revenue	62,646	23,047
Total operating revenue	\$467,760	\$412,688
Operating expenses		
Salaries and benefits	170,944	150,002
Supplies and other	255,405	217,409
Depreciation	25,853	25,532
Insurance and interest	9,968	6,101
Total operating expenses	462,170	399,044
Income from operations	\$ 5,590	\$ 13,644
Non-operating losses and gains		
Pension cost other than service cost, net	2,514	—
Change in fair value of swap, including counterparty payments	(823)	(1,425)
Change in unrealized gains and losses on investments, net	7,590	3,020
Other non-operating gains and losses, net	—	—
Excess of revenue over expenses, before non-controlling interest	14,871	15,238
EXCESS OF REVENUE OVER EXPENSES	\$ 14,871	\$ 15,238

Statistical Review

Patient beds	206
Average census	142.1
Patient days of care	52,021
Average length of stay (days)	4
Discharges	12,737
Newborns	2,814
Recovery Center discharges	172
Emergency Medicine visits	32,534
Outpatient Medical Clinic visits	11,168
Operating Room procedures (total)	7,748
Ambulatory cases (total)	9,620
Surgical cases	5,193
Medical cases	4,427
Cancer Center visits	35,778
Diagnostic services (EEG, EKG, EMG, Cardiac Lab, Cardiac Catheterization)	32,624
Cardiac Rehabilitation visits	5,908
Hearing, Speech & Language Center visits	2,896
Laboratory procedures	1,391,426
Pharmacy orders filled (inpatient & outpatient)	709,169
Physical Medicine & Rehabilitation treatments	41,262
Psychiatric Treatment Center visits	6,825
Radiologic procedures	119,916

Greenwich Hospital Family

Trustees (including emeritus)	30
Medical Staff (active attending)	777
House Staff (residents)	29
Employees	1,790
Volunteers	352
Volunteer Hours	19,935

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As of September 30, 2020

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As of September 30, 2020

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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 as of Sept. 30, 2020.

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

Special and Leadership Gifts

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.

\$10 Million and Above

The Pasculano Family
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\$500,000 - \$999,999

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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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