

Always evolving. Always caring.

Annual Report 2017



DKH DAY KIMBALL HEALTHCARE

A community partner of YaleNewHavenHealth

2017 DAY KIMBALL HEALTHCARE

Day Kimball Healthcare is Northeast Connecticut's premier provider of integrated healthcare services.

Our nonprofit community healthcare system is composed of Day Kimball Hospital, Day Kimball Medical Group, Day Kimball Healthcare at Home, and healthcare centers in Danielson, Dayville, Plainfield and Putnam. Our comprehensive network offers more than 1,000 staff including nearly 300 associated, highly skilled physicians, surgeons and specialists. Learn more at daykimball.org.

Our Mission

The mission of Day Kimball Healthcare is to meet the health needs and well-being of our diverse community through our core values of clinical quality, customer service, fiscal and environmental responsibility and local control.



MESSAGE FROM THE CHAIRMAN OF THE BOARD

It was my privilege and my pleasure to serve as interim president and CEO of Day Kimball Healthcare in 2017. I couldn't be more proud of what the Day Kimball team has accomplished over the last year, such as our new partnership with Yale New Haven Health, our re-invigorated Medical

Group where all offices are accepting new patients, our many achievements in quality of care, including our re-certification by The Joint Commission and license renewal by Connecticut's Department of Public Health, our new Tele-ICU initiative with Yale New Haven Health which will allow DKH to keep more patients close to home, and our dramatic change in performance and the re-location of Homecare and Hospice services to join our Homemakers group and many other actions that have been taken to strengthen and grow our DKH network.

These achievements are critical to the future success of DKH and they will be strong contributors to the financial improvement we expect to see in FY18. As we close FY17, our operating performance was disappointing in that our revenue projections did not meet our budgeted targets and our expense reductions were not sufficient to offset those reduced revenues. Significant expense changes have been set in motion so that we can begin FY18 with an excellent opportunity to re-establish a positive operating margin. New revenue sources, such as new service lines and expanded clinical offerings will be key to putting DKH on a positive path forward.

I also couldn't feel more positive about what is to come next. I have every confidence that, under the strong leadership of Day Kimball's new president and CEO Anne Diamond as well as the continued support of the Board of Directors, management and staff, and the community at large, Day Kimball will continue on

the path of increasing excellence, innovation and growth that was initiated this past year.

My time as interim president and CEO gave me the opportunity to meet many of the DKH employees who take care of our patients, who keep the facilities in excellent condition, who greet and feed us, who run the business side of healthcare, who tell our story, who raise funds for us and all those who make DKH the very special place we are lucky to have in our community. Thank you to all. It was an honor to work with you.

On behalf of the full Board, I want to acknowledge and express our appreciation to Mr. Jack Burke who graciously accepted the Board's request to act as the Interim Chairman of the Board. Jack continues to demonstrate his commitment and dedication to Day Kimball Healthcare. Thank you, Jack.

Though I've been proudly involved with the Day Kimball Healthcare organization for almost 20 years, the experience of leading the team on a day-to-day basis provided me with a much more in-depth view and understanding of the large quantity and high quality of work and expertise that the organization puts forth in caring for the community each and every day. It is a perspective I'm pleased to be able to share with the rest of the Board of Directors as we work to guide and support the strategic planning process that has recently begun. As a board member, community member and patient, I offer my sincere gratitude and respect to the entire Day Kimball team for the truly excellent and special quality of care you provide.

Joseph M. Adiletta
Chairman of the Board

Our Leadership Team Executive Team

Anne Diamond, JD
President and
Chief Executive Officer

John Graham, MD
Chief Medical Officer and Vice
President, Medical Affairs & Quality

John O'Keefe, RN
Chief Nursing Officer and
Vice President, Patient Services

Paul Beaudoin
Chief Financial Officer and
Vice President, Finance

Jeffrey Corrigan
Vice President, Human Resources

Matthew Roy
Executive Director,
Day Kimball Medical Group

Renee Smith, RN
Executive Director, Day Kimball
Healthcare at Home

Board of Directors

Joseph Adiletta
Chairman

Mark Shamber
Vice Chairman

Karen Cole
Secretary

Janice Thurlow
Treasurer

Joseph Botta, MD
Asst. Secretary/Asst. Treasurer

Joseph Alessandro, DO
Michael Baum, MD
Hadi Bozorgmanesh
John E. Burke

Anthony Chieffalo, MD
Edwin Higgins, Esq.

Kevin P. Johnston
Paul Matty, MD

Shawn Mc Nerney
Jeffrey Paul

Steven Schimmel, MD
William St. Onge, Esq.



Anne Diamond

MESSAGE FROM THE PRESIDENT

“Day Kimball Healthcare is poised to redefine what it means to be a community hospital in today’s healthcare environment.”

This past year was one marked by transition at Day Kimball Healthcare. There was the transition of the organization into a dynamic new partnership with Yale New Haven Health, the transition to new leadership with fresh vision and ideas, and the transition toward the next era of our organization. We’re confident as we begin the strategic planning process that will guide our growth in the years ahead. It’s an exciting time for our organization as well as for our patients.

There is much to celebrate about this past year and much to look forward to in the year ahead. True, change never comes without challenges. The downturn in our financial performance this year amid changing patient volume and service utilization trends is a perfect example of that. But the positive thing about growing pains is that they are proof of growth – and the fruits of our efforts to evolve are already being seen, even just a few months after we’ve begun.

The Day Kimball team has accomplished amazing achievements in quality of care in recent years, with the crowning glory coming just a few months ago – an “A” grade from the Leapfrog group, a national nonprofit dedicated to transparency and reporting in hospital quality and patient safety data.

That grade places Day Kimball Hospital among the top third of all hospitals in Connecticut and across the nation for patient safety. Following that, on December 1 Medicare’s new Hospital Compare ratings were published, with Day Kimball receiving 4 stars – a higher rating than 80% of hospitals across the nation.

These achievements come only when you have truly talented doctors and dedicated teams of caregivers and support staff. That skill and dedication to top-quality care will serve as a rock-solid foundation on which to build our strategic plan as we conquer the challenges, changes and opportunities that lie ahead in 2018 and beyond.

I know that Day Kimball Healthcare – strengthened by a dynamic leadership team, empowered by an engaged board of directors, and supported by a truly generous and special community – is poised to redefine what it means to be a community hospital in today’s healthcare environment as we continue

to raise the bar in our excellence of care, environment of care, expansion of care, and in envisioning the future of care for our community.

Sincerely,

Anne Diamond
President and CEO



EXCELLENCE OF CARE

At Day Kimball Healthcare our number-one goal is to provide the highest quality care possible, in the safest possible way, to ensure the best possible outcomes for our patients. We're proud that our dedication to achieving this goal each and every day is reflected in our quality measures and distinctions as well as our ongoing achievements, as evidenced this past year.

Leapfrog Group Rates Day Kimball Hospital Among Top Third in State and Nation for Patient Safety



The Leapfrog Group, a national nonprofit health care ratings organization, awarded Day Kimball Hospital an "A" in its Fall, 2017, grading period for the hospital's commitment to keeping patients safe and meeting the highest safety standards in the U.S. The Leapfrog Hospital Safety Grades rating system uses 27 measures of publicly available hospital safety data to assign letter grades of A, B, C, D and F to hospitals nationwide twice per year. The grades are based on the hospitals' performance in preventing medical errors, infections and other harms. Day Kimball Hospital was one of just 832 hospitals out of more than 2,600 across the country to earn the A rating, and one of seven in Connecticut, placing it in the top third of hospitals in the state and nation for patient safety.

"It takes consistent, unwavering dedication to patients to achieve the highest standards of patient safety. An 'A' Safety Grade recognizes hospitals for this accomplishment," said Leah Binder, president and CEO of The Leapfrog Group. "We congratulate the clinicians, board, management and staff of Day Kimball Hospital for showing the country what it means to put patient safety first."

Day Kimball Hospital has also maintained some of the best infection prevention records in the country for key common hospital-acquired infections. This includes more than nine years since the occurrence of a central-line associated bloodstream infection, more than two years since a catheter-associated urinary tract infection and more than one year since a C-Difficile infection.

Day Kimball Hospital Maintains 100% for Clinical Measures in Stroke Care, Fastest Response Times in the State



A mid-cycle review of Day Kimball Hospital's Advanced Certification as a Primary Stroke Center by The Joint Commission this year revealed that DKH achieved 100% compliance in 2016 for every clinical core measure used by The Joint Commission in granting the certification. "The expectation from The Joint Commission to maintain certification is 80% compliance with these measures, so for Day Kimball to have achieved 100% in every clinical measure for over a year now is incredible," said DKH Emergency Department Clinical Educator and Stroke Coordinator Andrea Blythe. This year the hospital also continued to maintain the fastest response rate to strokes among all hospitals in Connecticut, as well as compared to the nearest hospitals in Massachusetts and Rhode Island. A total of 173 strokes or presumed strokes were treated at Day Kimball Hospital in 2016.

Cancer Care Center Among First in Nation to Implement New Chemo Guideline

The Rose Bove LaRose Cancer Center at Day Kimball Hospital joined the likes of Dana-Farber/Brigham and Women's Cancer Center, Mayo Clinic Cancer Center and Yale Cancer Center/Smilow Cancer Hospital in being among the first 100 cancer treatment centers in the nation to meet a new guideline for the safe delivery of a widely used chemotherapy drug. The new guideline stipulates that Vincristine, an important chemotherapy drug used primarily for the treatment of leukemia and lymphoma, be diluted and administered via

an IV drip as opposed to straight injection with a syringe. The new guideline was put in place as a precautionary measure to prevent fatalities caused by accidental improper administration of Vincristine. While the drug is highly effective at blocking the growth of cancer, if mistakenly given by injection into the spinal fluid (as some other chemotherapy treatments are), it is fatal. By always administering the drug via IV-drip, the chance of accidental injection into the spinal fluid is eliminated and the chance of improper dosage is greatly reduced. The National Comprehensive Cancer Network® (NCCN®) recognized the first 100 cancer treatment centers to meet this new guideline through its "Just Bag It" campaign, which launched in November, 2016, with a goal of 100 participating cancer treatment centers. Day Kimball Hospital put NCCN at its goal when it became the 100th treatment center to meet the new guideline in August, 2017.

DKH Doctors Honored

We're proud to have a wealth of talented, compassionate physicians and providers on our medical staff at Day Kimball Healthcare. They are all worthy of recognition for the excellent care they provide to our patients each and every day. In 2017 there were several who earned the spotlight in local media. Congratulations to these doctors on this wonderful and well-deserved recognition, and thank you to our entire medical staff for the top-quality care you provide every day.

Eight doctors on Day Kimball Hospital's medical staff were named to Connecticut Magazine's "Top Docs" list. They were: David Chaletsky, MD, gastroenterology; Michael Golioto, MD, gastroenterology; Dinesh Kapur, MD, oncology/hematology; Jeffrey Nestler, MD, gastroenterology; Joseph O'Keefe, MD, physiatry; Vinod Pathy, MD, plastic and reconstructive surgery; Michael Selden, MD, gastroenterology; and Jie Yang, MD, oncology/hematology.



Day Kimball Medical Group's Marc Cerrone, MD, was voted Best Pediatrician for the second year in a row in Norwich Magazine's Best of Northeastern Connecticut contest.

Dr. Cerrone has cared for children across Northeast Connecticut as part of DKH for the last 18 years.



Denise Allard

FACEBOOK 5-STAR REVIEW, AUGUST 3, 2017

"The experience I had in day surgery and the OR and Recovery was fantastic, kudos to every single staff member that helped me."



QUALITY AT DAY KIMBALL | THE YEAR IN REVIEW

- 4-Star rating from the Centers for Medicare and Medicaid Services, placing Day Kimball in the top 20% of hospitals nationally
- Leapfrog "A" rating for Fall, 2017, placing Day Kimball Hospital in the top third in the state and nation for patient safety
- Day Kimball Hospital has a higher patient satisfaction rating than the two other closest hospitals in the region, and places in the top half of all CT hospitals for patient satisfaction, according to Medicare Hospital Compare data
- Fastest average Emergency Department door-to-provider time in the state, at just 13 minutes, and fastest response to stroke in CT and nearby MA and RI
- Baby Friendly designation from Baby-Friendly USA, Inc.
- The Joint Commission Gold Seal of Approval for Stroke Care
- American Heart Association/American Stroke Association Heart-Check Mark for Advanced Certification for Primary Stroke Centers
- The Joint Commission Gold Seal of Approval for Joint Replacement Certification
- Cigna Center of Excellence designation for pulmonary medical care
- Anthem Blue Cross and Blue Shield Blue Distinction® Center for Hip and Knee Replacement
- Anthem Blue Cross and Blue Shield Value Tier 1 Hospital designation
- Anthem Blue Cross and Blue Shield Enhanced Personal Health Care Program designation for Day Kimball Medical Group primary care providers

ENVIRONMENT OF CARE

Excellent healthcare depends upon having all the right elements come together to provide high-quality clinical care in a comfortable and positive atmosphere. The environment of care – from the physical facilities, to the technology, to the service and compassion of each interaction – is a major part of that equation. Here are a few ways we supported the continued flourishing of our environment of care across Day Kimball this year...

Grant Enables Nearly Half-Million Dollars in Energy-Efficient Upgrades at Day Kimball Hospital



Nearly a half-million dollars in energy-efficient facility upgrades were completed at Day Kimball Hospital this year, thanks to a grant from Eversource Energy and Environmental Systems Corporation (ESC). The project included the installation of additional insulation on many components of the hospital's steam plant and distribution system, the testing and repair of existing steam system components, and the replacement and modernization of existing digital controls used to manage heating, ventilation and air conditioning equipment. After the \$330,854 grant, Day Kimball Hospital paid only \$154,341 out of pocket for these improvements,

which will produce annual utility savings of \$57,000 in addition to the maintenance savings associated with the improvements.

"With the continued growth in technology and equipment enhancements in hospitals there is a corresponding increase in the consumption of electricity. These energy efficient upgrades will allow us to offset those increases," said Greg Harubin, Director of Facilities Management at Day Kimball Hospital.

In-Home Care Services Come Together Under One Roof, New Name: Day Kimball Healthcare at Home

In May, all three of Day Kimball Healthcare's in-home care services came together under one roof and under the unifying umbrella of Day Kimball Healthcare at Home. Day Kimball HomeCare, Day Kimball HomeMakers and Hospice & Palliative Care of Northeastern Connecticut are now all located in a newly refurbished space at 32 South Main Street in Putnam. Together, the three services provide a complete continuum of in-home care services. Day Kimball HomeCare provides clinical care for those patients who require medical care at home; Day Kimball HomeMakers provides personal care and homemaking services from weekly visits to 24/7 care, which helps people to remain safe and healthy in their own homes; and Hospice & Palliative Care of Northeastern Connecticut provides care and support to improve the quality of life for patients facing serious or terminal illnesses.

At a ribbon-cutting for the new location hosted by the Northeastern Connecticut Chamber of Commerce on May 24, Day Kimball Healthcare at Home Executive Director Renee Smith said, "I'm so proud of this team and what they accomplish for people every day, the compassionate service they've provided for people in our community for decades, and the quality measures they continue to earn that set our service apart from others. We work hard for our patients, we are truly dedicated to them, and it's wonderful to have the support and dedication of our Day Kimball Board of Directors and the community, which allowed us to make this new location a reality."

Advancements in Diagnostic Imaging

Day Kimball Hospital became an American College of Radiology Designated Lung Cancer Screening Center in fall, 2016, and began offering low-dose computed tomography (LDCT) lung cancer screening to the communities of Northeast Connecticut. LDCT is the only recommended screening test for lung cancer and has been proven to significantly reduce deaths from the disease. It can help identify early stage lung cancers when they are most treatable, resulting in better outcomes for patients. As of October, 2017, more than 240 people had had the screening at Day Kimball, with 34 identified for ongoing surveillance and follow-up and seven cases of lung cancer detected, allowing for earlier treatment than what might have otherwise been possible.





Ron Montecalvo

FACEBOOK 5-STAR REVIEW, FEBRUARY 4, 2017

"I recently had gone to Day Kimball for what felt like a possible onset of heart issues. Luckily this ended up not being the case but the care I received at the time was excellent. The staff was very friendly, accommodating and knowledgeable. I was kept up to date on a frequent basis as tests were performed and explained at every step they took. Particularly helpful was Travis Roberts, an EMT on duty at the time; he continued to check in on me from time to time while he was there and helped to move things along when I needed something as well. I highly recommend DKH for all your health care needs."



EXPANSION OF CARE

Part of being a premier provider of healthcare is having the vision, the strategy and the fortitude to grow access to care, providers and technology in order to meet the health needs of our community both today and into the future. It's an incredible feat to accomplish in today's healthcare environment, particularly for an independent community hospital and healthcare system – but at Day Kimball, we're ready for the challenge.

Day Kimball Healthcare Becomes a Community Partner of Yale New Haven Health

Partnership Allows for Clinical Care Enhancements and Expanded Access to Care

Day Kimball Healthcare became a community partner of Yale New Haven Health (YNHH) in May, a partnership that is already enhancing clinical care at Day Kimball Hospital and expanding access to care providers in Northeast Connecticut.



The partnership brings together two organizations with demonstrated high-quality care and a similar vision of what healthcare should be, and will allow DKH to implement services and technology that it might not otherwise have been able to do as a small, independent community hospital and health system. At the announcement of the partnership in May, Yale New Haven Health Chief Operating Officer Chris O'Connor said,



“We are proud to partner with Day Kimball Healthcare to enhance access to high-quality clinical care in Northeast Connecticut in a cost-effective manner. DKH has an outstanding history of providing exceptional care and we believe this partnership will bring mutual benefit to both organizations and to the people in this region.”

DKH has already seen more than a half-million dollars in savings from its participation in YNHH's purchasing network, which it joined in 2016. In the spring a YNHH-affiliated Yale Medicine

cardiologist office was added to the Day Kimball Healthcare Center in Plainfield. And most recently, as of the publication of this report, DKH and YNHH are about to launch an Tele-ICU clinical service at Day Kimball Hospital. This will allow specially trained Tele-ICU critical care nurses and physicians at Yale to provide patient monitoring and consulting support to the critical care nurses and physicians at Day Kimball Hospital's

Intensive Care Unit through the use of advanced telemedicine technology.

Ultimately, the integration of this service means that patients who are more seriously ill can continue receiving the highest quality care close to home at Day Kimball Hospital, instead of having to be transferred to a distant tertiary care center.

“This is a really exciting partnership for our organization and for healthcare in our region. We look forward to continuing to bring new providers, services and technologies to our patients and our community in partnership with Yale,” said DKH President and CEO Anne Diamond.

Day Kimball Medical Group Grows Patient Base, Incorporates Online Booking

For the first time in several years, Day Kimball Medical Group opened all 14 of its primary and specialty care practices to new patients in June, resulting in an influx

of more than 2,200 new patients to the Medical Group. In addition, in the fall the Medical Group introduced online booking for its primary care practices at daykimball.org. Patients can now request a well care or sick care visit on the website or via the Everseat mobile app, and can even request to be notified if an earlier appointment becomes available. As a result, Day Kimball Medical Group staff are seeing increased efficiency in operations, and patients are enjoying a more modern and convenient service experience.



Kelly Roberts

FACEBOOK 5-STAR REVIEW, APRIL 4, 2017

“My uncle was rushed in by ambulance from a nursing home at 1am; the staff was beyond amazing. Dr. Chris H and staff were over-loaded with multiple ambulances arriving. (I saw 6 coming in at the same time frame). As we waited for test results for my uncle, I watched the staff as they calmly ran around...and what I saw was kind of amazing. They worked flawlessly together helping each other out. They seem to check with each other, quietly confirm things with each other while being productive....the communication was a big part of them working so seamlessly together...”

Day Kimball Medical Group practices include nearly 60 physicians and practitioners providing care in the areas of family medicine, internal medicine, pediatrics, obstetrics and gynecology, maternal fetal medicine, dermatology, pulmonary medicine and general surgery. The practices are located throughout Northeast Connecticut in the towns of Danielson, Dayville, Plainfield, Putnam and Woodstock, and currently care for more than 42,000 active patients.



Wound Care Clinic Growing to Meet Demand

In May, the Wound Care Clinic at Day Kimball Hospital expanded its hours in order to accommodate more patients, due to increasing demand for the service – the volume of patients the clinic treats has more than tripled in the last six years. The Clinic provides specialized treatment to help heal postsurgical wounds, wounds that won't heal due to chronic conditions like diabetes or poor circulation, and wounds caused by pressure points or trauma. The Clinic takes an integrated approach focused on preventing recurrence by coordinating appropriate follow-up care with physical therapy, nutrition counseling, diabetes management and other medical services. Treatment is provided by specially trained and certified wound care nurses under the supervision of specially trained physicians. “The complications from chronic wounds that won't heal – whether they're from a chronic condition, surgery or trauma

– can be quite serious, so it's vital that people who have these wounds receive the proper care... That goes a long way toward improving their quality of life, as well as their overall health,” says Dr. R. David McCallum, MD, medical director of the Clinic.

New Physical Therapy Service

Our Physical Medicine and Rehabilitation department added a new specialized physical therapy treatment to its complement of physical therapy, occupational therapy and speech language pathology services this year. DKH Physical Therapist Lilybeth Ly and Physical Therapy Assistant Kelly Hunt of the Physical Therapy staff at the Day Kimball Healthcare Center in Danielson received specialized training in methods to treat symptoms related to pelvic floor dysfunction, which is particularly common for women and can cause a wide range of symptoms from urinary incontinence to pelvic pain.

ENRICHING THE COMMUNITY

Apart from quality of care, if there is one trait that defines what makes Day Kimball Healthcare unique among healthcare providers, it's community. We are so grateful to care for a community that provides so much care to each other and so much support back to us in return. It's true that it really does take a village, and this year there was no shortage of examples to show what a truly vibrant village we are lucky to serve.

DKH Community Crusaders Against Cancer

Cancer care at Day Kimball has a long history of community support, including through the independent initiatives of individuals and community groups who have taken it upon themselves to organize their own fundraisers to assist our cancer patients. This year, through the selfless generosity and enthusiasm of the Northeast Cancer Crusaders, the staff at Putnam Bank, and individuals like Lance Collins, Missy Bonsall, and Hayden Breault, \$36,000 was raised for the Northeast CT Cancer Fund of DKH and the Rose Bove LaRose Cancer Center at Day Kimball Hospital. That's in addition to the \$21,000 raised through DKH-sponsored fundraising events.

- **The Northeast Cancer Crusaders** began with a simple "Cancer Dance" in 1974. Since then this group has raised over \$500,000 in the fight against cancer, dancing to 20-piece orchestras, small bands, and trios. Led by community members Arlene Baril and Linnea Sarantopoulos, the group's current goal is to keep all proceeds raised in northeast Connecticut, earmarked to our Cancer Center to directly benefit local cancer patients. With their most recent donation in September, a total of \$93,000 over the past nine years has provided upgrades and equipment including infusion chairs, an electronic medical records system, a medication scanner, a vein light, and a portable suction unit to name a few.
- **Lance Collins** and his family have organized the annual kayaking event called "Paddle for a Cure" since 2011,

inspired by the loss of several relatives to cancer. This June marked the sixth year of the Paddle, and brought Lance's fundraising total to more than \$60,000.



Those funds have provided a variety of patient care improvements in our cancer center, including recliners, a refreshment station for patients and families, and a digital medical records system. This year's proceeds have been earmarked for upgrades and enhancements to the infusion room.

- **The staff at Putnam Bank** continue to amaze us with their community spirit, generosity, and enthusiasm. In addition to being involved in every other event committee throughout the year at DKH, they spearhead an annual Wine Tasting



and what has become a sell-out event at the Golden Lamb Buttery, organize "Scoops Night" in partnership with Deary Bros. Mike's Stand, and most recently took the lead in another breast cancer awareness initiative by putting pink flamingos up for adoption at all of their bank branches. Collectively, these initiatives raised over \$7,000 to help our families, friends and neighbors in need of cancer care this year.

- We've also been honored to be sought out by individuals like **Missy Bonsall**, who came to us in 2016 with an inspiring message of hope for cancer patients and their families. Missy's "Hike for Hope" was born out of her personal loss of her fiancé to cancer and the strength to be found in others to help them through the difficult times. Her mission: to educate health care providers, patients, and their families about the importance of hope in the recovery process. The sunrise hike around beautiful Roseland Lake was repeated this

past September, raising awareness and contributing upwards of \$5,000 to the Northeast CT Cancer Fund.

- Also raising awareness and a message of hope this past year was 21-year-old **Hayden Breault**. Hayden, a fourth-generation member of the Deary family of



Putnam, came to the development office in the spring to let us know that he was going to set out on a three-month hike across the Pacific Crest Trail, spanning 2,658 miles from the U.S. Mexican border at Campo, California, to Manning Park in British Columbia, Canada. His goal: to raise \$3,000 through pledges for each leg of his hike, and to donate all of the proceeds to his family's legacy of the Northeast CT Cancer Fund. "Hayden's Hike for Hope" began in May and ended in July with 70 days on the trail and an emotional and heartfelt thanks to his family, friends and followers for helping exceed his goal and donating \$4,440 in support of the fund.

Collaboration for a Healthier Community

We're lucky to serve a community that's so tightly knit and supportive of one another – and not just among individuals, but among our organizations and institutions as well. Collaboration happens every day across our system – between one Day Kimball Healthcare division and another, between Day Kimball and other community providers and facilities, and among our many supporters and partners. In every case, we all have a common goal: to ensure a healthier community.

Just one example of that this year is the wonderful work done by **Day Kimball Healthcare at Home**. Our in-home care division was one of only a few home health agencies across the state to receive a grant from the Connecticut Collaboration for Fall Prevention at the Yale School of Medicine and the Connecticut Department on Aging to conduct public falls risk assessments, presentations and specialized exercise classes. The goal is to reduce falls in at-risk populations in Northeast Connecticut. Falls are the number-one cause of accidental injury for Connecticut residents age 55 and older, as well as the number-one preventable cause of nursing home



Christine Lebeau

FACEBOOK 5-STAR REVIEW, JULY 14, 2017

“Amazing people, couldn’t ask for better care, great experience.”

placement and the most common cause of traumatic brain injury.

DKH hosted two public falls prevention workshops, which included a 45-minute education presentation followed by blood pressure and balance screenings, and a survey about any falls in the prior six months. Participants who were identified as “at risk” were invited to attend specialized exercise classes designed to help them increase their balance and strength in order to decrease their risk of falling. The classes were held twice per week for 12 weeks, and participants were contacted six months later to evaluate what effect their participation may have had on their overall health and risk of falling. The results thus far have been very positive: Of those who completed the six-month follow-up call, 85% moved into a lower fall-risk category than when they were first screened.

Day Kimball Healthcare at Home has been awarded the grant once again to continue this work in 2018 and will collaborate with the **Northeast District Department of Health**, which is also conducting the program, to cover a wider area and reach more individuals in the communities we serve.

Volunteer Services & Pastoral Care

Our volunteers provide invaluable service and impart a special spirit of giving to our hospital each and every day; the Day Kimball experience would not be the same for our staff or our patients without them. We are so thankful to the 135 adult volunteers and the 50 junior volunteers who together contributed 20,763 hours of service to our hospital and community this year. In addition, in large part thanks to the support of the community, DKH Chaplain Rev. Jonathan Scott was able to visit 5,901 inpatients at the hospital and 155 hospice patients in their homes, to impart spiritual comfort and peace to them and their families.

Exemplary Members of the Team

None of the work we do at our hospital, healthcare centers, medical group offices or in the community would be possible without our amazing staff of 1,000+ dedicated and passionate employees. Each month members of our staff vote on a DKH Employee of the Month. These individuals personify the character, commitment and quality of care and service that we strive to provide every day to every patient.

Congratulations and thank you to these 2017 Employees of the Month:

Kim Durand, Clinical Manager, Day Kimball HomeCare

Cassandra LeBlanc, Lead Patient Services Representative, Day Kimball Medical Group

Deb Seney, Housekeeper, Day Kimball Hospital

Lilybeth Ly, Physical Therapist, Day Kimball Healthcare

Philip Axtell, RN, Emergency Department, Day Kimball Hospital

Laura Kroll, RN, BSN, Community Liaison Nurse, Day Kimball HomeCare

Rebecca Rainville, Medical Assistant and Certified Nursing Assistant, Day Kimball Medical Group

Jessica Stailing, Patient Service Representative and Certified Nursing Assistant, Day Kimball Medical Group

Christine Peer, Pre-Certification/Registration Clerk, Physical Medicine, Day Kimball Healthcare

Judy Favreau, RN, Case Manager, Day Kimball Hospital

Stephanie Schapp, Medical Assistant, Day Kimball Medical Group

Janet Yannotti, RN, Ambulatory Care Unit, Day Kimball Hospital

MESSAGE FROM THE WOMAN’S BOARD

Since 1894, the mission of the Woman’s Board has been to support the needs of Day Kimball Hospital, thus enabling Day Kimball Healthcare to enhance the scope and quality of services provided locally. We fund equipment and programs through fundraisers and through the sale of gifts and merchandise at the gift shop at Day Kimball Hospital. We are proud to know that the money raised in support of the hospital remains in our community.



Our current pledge of \$40,000 will provide funding for an updated baby monitoring system for the Maternal Child Health wing. We anticipate paying off this pledge in 2018 and look forward to choosing a new pledge to foster local, high-quality care for our families, friends and neighbors in Northeast Connecticut. Our successful fundraising events, combined with earnings from the Gift Shop, enabled a donation of \$35,502 to complete our previous pledge of \$71,000 for the purchase of an anesthesiology cart and a nerve monitoring system for the OR.

The Woman’s Board also pays for newspapers to be delivered to patients, donates to the Chaplaincy Fund, gives

flowers to new mothers on Mother’s Day, and decorates the lunch trays of patients in the hospital on Christmas Day.

Members meet quarterly for a lunch or dinner meeting, in May for a May Breakfast, and as needed to plan fundraisers. Remembering Moses Day Kimball on his birthday is something we do each year at the request of his mother, Susan Kimball; this year we will celebrate his 150th birthday on February 14. More information about the Woman’s Board can be found at daykimball.org/womansboard.

Nancy Dziki, President

Back Row, Left to Right: Arlene Baril, Fundraising; Myrna Paulhus, Recording Secretary; Nancy Dziki, President; Debbie Cornman, Corresponding Secretary; Denise Baum, Vice President; Heidi Hare, Assistant Treasurer; Kim Lecuyer, Treasurer. Front Row, Left to Right: Betty Church; Gladys Tucker, Historian; Linnea Sarantopoulos, Fundraising; Wanda Mineo, Membership; Francine Lee, Assistant Treasurer; Denise Archambault, Past President.

ENVISIONING THE FUTURE OF CARE

REPORT ON PHILANTHROPY AND VOLUNTEERISM

Kristen E. Willis, Director of Development



Evident throughout the pages of this annual report is the fact that for Day Kimball Healthcare,

success isn't measured by any single event, entity, or achievement. It is a collective reflection of opportunities made possible through community engagement:

a partnership created through the exchange of information, expertise and resources, empowering both the internal and external communities of Day Kimball to become their best selves. Similarly, our philanthropic success isn't measured by any single gift but by the strength of our relationship with an engaged and caring community. Quite simply, we can keep caring for you, because you never stop caring for us.

Year after year, the community of Northeast Connecticut has come through, continuing to sustain and encourage us with their gifts of time, talent, and treasure. At the close of the fiscal year 2017, Day Kimball Healthcare and its programs received \$566,374 in monetary support and countless hours of volunteer work, once again allowing us to enhance our services and programs. In addition to fulfilling capital campaign pledges and responding to our annual appeal, hundreds of individuals, organizations, and business community partners helped to organize, contribute to, and participate in a number of events in support of equipment and upgrades. Some of these improvements included surgical equipment and upgrades to operating rooms in the Brousseau Surgical Suite; a new water filtration and purification system for the hospital; a portable ventilator for the ICU; and a Baby Safe monitoring system for the Burdick Birthing Center. These funds also supported a variety of services that would otherwise not be afforded to patients and their families, including cancer care, hospice, family and child advocacy programs, spiritual care, education, and wellness programs.

Annual Appeal and memorial contributions totaled \$33,205 in unrestricted funds for the hospital; \$11,171 for Pastoral Care; \$27,888 for Hospice and Palliative Care; \$25,885 for HomeMakers; and \$3,464 for HomeCare Services. Planned gifts totaled \$187,873 in bequests and trusts.

As has been the case for many years, the DKH Development Office has enlisted the help of numerous community and staff volunteers to organize a series of fundraising events. These special events brought in a total of \$173,156 this year. The most significant of these events was our annual golf tournament which, along with some substantive changes in format, benefited from a \$25,000 title sponsorship by Putnam Bank. With their donation and those of forty-four major and team sponsors, and more than 300 volunteers and golfers participating, the Day Kimball Hospital Putnam Bank Classic raised \$110,000, netting an additional \$85,000 in unrestricted funds to the hospital. The annual Tree of Life Ceremony, which specifically benefits our at-home services of Hospice and Palliative Care, raised \$26,281 in addition to annual and memorial donations.

Several other annual events are specifically dedicated to support the Northeast CT Cancer Fund, which provides financial assistance for cancer-related screening and treatment services to individuals living in Northeast Connecticut who otherwise may not have the financial resources to obtain medical attention. These events included the NE CT Cancer Race and Walk (originated by the Deary family and in its 28th year); Divine Wine Tasting; Cruisin' for Cancer Care (a classic car and motorcycle ride inspired by Rita and Dave Conrad in 2004); and a Guest Bartender Night hosted by the Cruisin' Committee for the past two years. Through the hard work of our dedicated volunteers, community participation, and the support of our major business partners who continually come forward to sponsor these events, \$34,238 was raised in support of the fund.

In addition to these efforts, cancer care at DKH continues to benefit from the initiatives of individuals and community groups who have taken it

upon themselves to organize their own fundraisers to assist our cancer patients. This past year, through the selfless generosity and enthusiasm of the Northeast Cancer Crusaders, the staff at Putnam Bank, and individuals like Lance Collins (Paddle for a Cure), Missy Bonsall (Hike for Hope), and Hayden Breault (Hayden's Hike for Hope), another \$5,121 was raised for the NE Cancer Fund and \$19,432 for the DKH Rose Bove LaRose Cancer Center. Inclusive of these efforts, DKH special events, and annual and memorial gifts, a total of \$73,282 was raised this past fiscal year for cancer care at DKH with \$47,116 to the NE CT Cancer Fund and \$26,166 to the Rose Bove LaRose Cancer Center.

Once again, community engagement, overwhelming support, attendance at DKH annual events, and the grassroots efforts of the Northeast Connecticut community — with its inherent instinct and ability to respond — have combined to set DKH apart from other hospitals. The impact of all of these efforts was made evident at our Oncology Department's annual Cancer Survivor's Day in September, which I had the privilege to attend. More than 150 people were at this fun end-of-summer luau, including more than 70 cancer survivors and their families, all celebrating the power of hope and support in healing. Three individuals talked about their battles with cancer, each with a different type of cancer but had uniquely similar stories about their relationship with the doctors, oncology nurses, staff and volunteers. They were considered 'family', relationships were nurtured, and whole families were cared for. At DKH, we are continuously and gratefully reminded of just how fortunate we are to be part of this engaged and caring community that makes these experiences possible.

FY 2017 Fund Development Contributions

Day Kimball Hospital	\$ 428,274
Capital Campaign – Emergency Medical Center	\$ 43,411
Pastoral Care	\$ 11,171
Day Kimball HomeCare	\$ 3,464
Day Kimball HomeMakers	\$ 25,885
Hospice & Palliative Care of Northeastern CT	\$ 54,169
Total	\$566,374

Reported funds include annual campaigns, special events, temporarily restricted gifts, memorials, bequests, trusts, and interest income. October 1, 2016 through September 30, 2017.



Nicole Favreau

FACEBOOK 5-STAR REVIEW, OCTOBER 9, 2017

"I have been going to DKH my entire life, I was born there and I continue to go there. They are the only hospital I trust and trust their judgment and opinions. I have been in the ED as well as for PT, GP and everything else.

Every nurse or doctor I have ever met has always listened to me and treated me with respect. 31 years of attending DKH, I can honestly say I will never go anywhere else...Thank you all for all that you do on a daily basis."



EMBARKING ON OUR NEXT CAPITAL CAMPAIGN

The close connection between Day Kimball Healthcare and the residents of Northeast Connecticut is renewed again and again through a unique spirit of giving – a relationship characterized by people caring for the hospital that cares for them. Thanks to thousands of donors and thousands of gifts of all sizes, voluntary support and service has paved the way for every major evolution of program and services. Relocation of our at-home services; a new space for the Memory Care Program; expansion of wound care and physical therapy services; and new surgical equipment and upgrades to the Brousseau Surgical Suite are just a few examples of the latest advancements that we've been able to achieve together. Combining these and other collective accomplishments, a new vision under the leadership of CEO Anne Diamond, and the exciting opportunities availed to us

as a community partner of Yale New Haven Health, the future bodes well for DKH and its next evolution.

Forging ahead, fund development will be guided by thoughtful and strategic planning that will effectively accommodate the growth of DKH – the kind of growth necessary if we are to advance care that reflects our mission and core values. With a strategic plan anchored in patient outcomes and safety, our goals and objectives for fund development will be focused on capital needs that are essential to providing an environment of advanced care and caring. At the top of our list of priorities are technology and diagnostic imaging which we anticipate will be the platform for our next capital campaign.

Woven into every facet of care, leadership in these areas will involve more than the latest version of existing equipment

or incremental technological upgrade. Day Kimball will be looking to provide a new generation of technological and diagnostic sophistication, ensuring that we have a technological infrastructure that supports the professionals on the front line of care and technology that is cutting edge. These are the tools that are necessary to continue providing the best possible care in a rapidly evolving and advancing field.

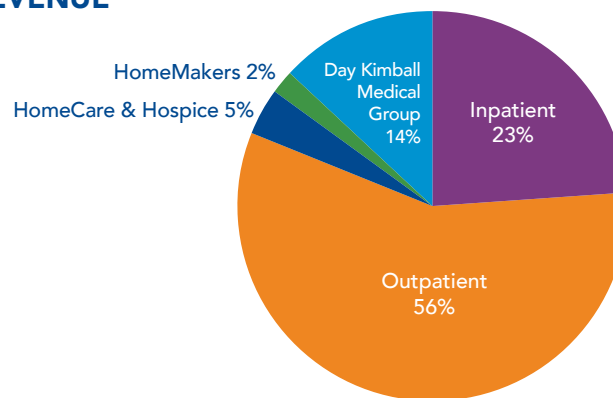
Accepting the status quo is not an option at DKH. Our commitment to be better, fueled by the investment and commitment of our community, is what keeps Day Kimball moving forward. We take great pride in the fact that our community has fostered the evolution and growth of this unique and historic institution, and look forward to your participation in support of our next evolution of care.

2017 FINANCIAL REVIEW

REVENUE TO EXPENSE COMPARISON

	2017	2016
Net Revenues:	\$123,354,824	\$134,569,275
Total Expenses:	\$130,063,852	\$134,231,915
Non-Operating Gains/Losses:	\$945,072	\$643,270
Excess (deficiency) of revenue over expenses:	(\$5,763,956)	\$980,630
• Hospital	\$1,564,678	\$6,969,983
• Medical Group	(\$7,623,448)	(\$5,458,249)
• HomeCare, HomeMakers, Hospice	\$294,814	(\$531,104)

BREAKDOWN OF REVENUE BY SERVICE AREA



SUMMARY OF SERVICES

Day Kimball Hospital Inpatient, Outpatient and Healthcare Center Services

Discharges	3,946
Emergency Department Visits	22,914
Births	465
Operating Room Cases	2,860
Inpatient Operation Room Cases	365
Outpatient Operating Room Cases	2,495
Diagnostic Services	61,555
Laboratory Exams	504,187
Physical Medicine (Rehab) Services Exams	61,848
Cardiopulmonary Rehab Visits	3,262
Oncology Center Visits	4,594
Endoscopy Procedures	4,346

Day Kimball Medical Group

Office Visits	116,267
Active Patients	29,732

Day Kimball HomeCare

Patient Visits	26,462
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Hospice & Palliative Care of Northeastern Connecticut

Patient Visits	7,668
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Day Kimball HomeMakers

Client Hours of Service	130,471
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Nancy Moreau Ladzinski

FACEBOOK 5-STAR REVIEW, AUGUST 3, 2017

"I was there for an MRI last night. The techs couldn't have been nicer or more professional. I was worried for nothing. They made me feel so comfortable and had concerns about the pain I was experiencing. I had the best experience. Thanks ladies."

2018 FUNDRAISING EVENT SCHEDULE

Day Kimball Healthcare Cruising for Cancer Care Guest Bartender Night

Benefit: Northeast CT Cancer Fund of DKH
Thursday, March 29 | 5 pm
Black Dog Bar & Grille, Putnam, CT

3rd Annual Day Kimball Healthcare Wine Tasting*

Benefit: Northeast CT Cancer Fund of DKH
Thursday, May 3 | 6 pm
Golden Lamb Buttery, Brooklyn, CT

Paddle for a Cure, Kayaking Event*

Benefit: DKH Cancer Care Center
Sunday, June 9 | 10 am
Greenway Drive, Brooklyn, CT

15th Annual Cruisin' for Cancer Care

Benefit: Northeast CT Cancer Fund of DKH
Sunday, June 23 | 8 am
Route: Start at the Putnam Municipal Parking Lot and end at the Thompson Rod and Gun Club

34th Annual Day Kimball Hospital Putnam Bank Golf Classic

Benefit: Day Kimball Hospital
Friday, July 13 | 7:45 am & 1 pm
Connecticut National Golf Club, Putnam, CT

DKH Scoops Night*

Benefit: Northeast CT Cancer Fund of DKH
Thursday, August 9 | 6 pm
Deary Bros. Mike's Stand

3rd Annual Race and Walk

Benefit: Northeast CT Cancer Fund of DKH
Saturday, August 11 | 7 am
Black Dog Bar and Grille, Putnam, CT

8th Annual "Give It a TRI" Triathlon Co-sponsored by Day Kimball Healthcare & the YMCA of Putnam*

Saturday, August 25 | 8 am
Moosup Pond, Moosup, CT

Hike for Hope*

Benefit: Northeast CT Cancer Fund of DKH
Saturday, September 15 | 7 - 9:30 am
Roseland Park, Woodstock
Hike or paddle event

"Pumpkins & Pearls" Annual Auction and Cocktail Party

Benefit: Day Kimball HomeCare, HomeMakers and Hospice & Palliative Care of Northeastern Connecticut
Friday, October 12 | 6 pm
Roseland Park, Woodstock, CT

29th Annual Tree of Life Ceremonies

Benefit: Hospice & Palliative Care of Northeastern Connecticut
Sunday, December 2 | 5 pm
Simultaneous tree lighting ceremony in 11 NECT towns

* Hosted by outside groups

For more information visit daykimball.org or call Development Office at (860) 928-7141.



The Joint Commission Gold Seal of Approval for Joint Replacement Certification



DKH DAY KIMBALL HEALTHCARE

A community partner of YaleNewHavenHealth

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Day Kimball Hospital
Day Kimball Medical Group
Day Kimball Healthcare At Home