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### Saint Raphael Healthcare System, 1994 Annual Report

Saint Raphael Healthcare System

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1994 ANNUAL REPORT

*Saint Raphael Healthcare System*

**“We collaborate  
with all who share  
our vision for  
better health for  
each individual.”**

*A Vision for  
Better Health*



## Our Mission

Saint Raphael's caring mission is to **improve the health status** of our community by providing a **comprehensive range of quality health care services.**

As a Catholic healthcare system sponsored by the Sisters of Charity of Saint Elizabeth, we continue the healing ministry of Jesus Christ by **stewarding our resources** according to the principles of **dignity, charity, and justice.** We **collaborate** with all who share our values, our **vision for better health** for each individual, and our **special concern for the underserved, the poor, and the elderly.**

## Our Vision

Consistent with our guiding values and mission, the Saint Raphael Healthcare System, in collaboration with its entities, will work in **partnership with physicians and other providers** to establish an **integrated network of comprehensive care services** for Greater New Haven. Through this network we will take responsibility for coordination, management, and delivery of health care services in the **most appropriate setting with demonstrated quality at the lowest possible cost.** We will **advocate** on behalf of the **underserved, the poor, and the elderly,** so that every person receives the best care regardless of ability to pay.

## Dear Friend of Saint Raphael's,

**F**or the Saint Raphael Healthcare System, this past year has been one of great celebration, progress and challenge.

The Sisters of Charity of Saint Elizabeth, who established the Hospital of Saint Raphael, celebrated 135 years of ministry. We proudly continue the mission of healing set forth by our founders and remain committed to providing quality and compassionate care to everyone in need.

In April, the Greater New Haven community celebrated the opening of the Father Michael J. McGivney Center for Cancer Care, which offers a multi-disciplinary approach to treating the physical, emotional and spiritual needs of patients. We are grateful to our many donors, particularly the Knights of Columbus which, through the Saint Raphael Foundation's successful Campaign for Cancer Care, donated \$3 million. In recognition of their gift, the center is named in honor of the founder of this fraternal organization.

There was more rejoicing at the opening of the Saint Raphael Dialysis Center in downtown New Haven, which nearly doubled our outpatient capacity to provide this service. We lauded the opening of a third Elder-Care clinic at Ribicoff Cottages in New Haven, the establishment of a school-based clinic at the Dwight Elementary School, and the opening of the Haelen Center to assist people with AIDS. We also celebrated the opening of The Irving and Alice Brown Memorial Garden, a gift from the Brown Fischer family.

Saint Raphael's progressed significantly in its efforts to be the area's healthcare provider of choice. Saint Raphael Physician Hospital Organization enables us to compete more effectively in the managed care arena. Our newly established net-

work of home care agencies ensures that discharged patients receive quality care while recuperating at home or in the community.

We faced many challenges to provide quality health care in the most appropriate setting at the lowest possible cost, without losing sight of our mission to serve all those in need with dignity, respect and compassion. A relationship between the Hospital and our nursing home, Saint Regis Health Center, allowed us to assist patients more efficiently and effectively. We continued our emphasis on primary care, expanded health promotion programs, and handled 45,000 visits to our outpatient clinics.

In response to the dynamic healthcare environment, the Saint Raphael Healthcare System updated its mission statement and adopted a new vision statement. The essence of these statements is the same set forth by our founders in 1907. Saint Raphael's will "advocate on behalf of the underserved, the poor, and the elderly, so that every person receives the best care regardless of ability to pay." We continue our healing ministry by "stewarding our resources according to the principles of dignity, charity and justice."

We also broaden the definition of health care to include our commitment "to improve the health status of our community by providing a comprehensive range of quality health care services." We will work in "partnership with physicians and other healthcare providers to establish an integrated network of comprehensive care services for Greater New



Haven." Through collaboration, we can offer services "in the most appropriate setting with demonstrated quality at the lowest possible cost."

In the future, we plan to expand our range of services to ensure a seamless delivery of health care. We welcome the opportunity to join forces with those who share our vision for better health. We look forward to a year full of promise as we work with area residents, healthcare providers and employers toward the well-being of our community.

*Sister Anne Virginia*

Sister Anne Virginia  
President  
Saint Raphael Healthcare System

*James J. Cullen*

James J. Cullen  
President  
Hospital of Saint Raphael  
Chief Operating Officer  
Saint Raphael Healthcare System



# With Our Medical Staff



The Saint Raphael Physician Hospital Organization, Inc. (SRPHO) provides a vehicle for physicians and the Hospital to work in partnership on contracts with managed care organizations and employer groups. SRPHO Board members include (left to right): Gary Ginsberg, representing the Hospital Board; James J. Cullen, Hospital President; Effie Chang, M.D., attending physician; and Norman Marieb, M.D., SRPHO President.

**T**he Hospital of Saint Raphael has a long history of working closely with its physicians, dating back to 1907 when a group of New Haven doctors asked the Sisters of Charity to open a hospital. Back then, the doctors and the Sisters joined forces to provide high quality, affordable healthcare services to all in need.

Nearly nine decades later, Saint Raphael's and its attending physicians continue working cooperatively, forming creative partnerships to provide better care for patients while controlling costs in the current competitive healthcare market.

"Collaborating with our physicians is a critical element for the future," says Charles Riordan, M.D., vice president of Medical Affairs for Saint Raphael's. "We're seeing a change from the traditional view of the Hospital as a workplace that supplies physicians with the

tools they need to care for patients. Instead, hospitals and physicians are working together as equal partners to create an integrated healthcare delivery system."

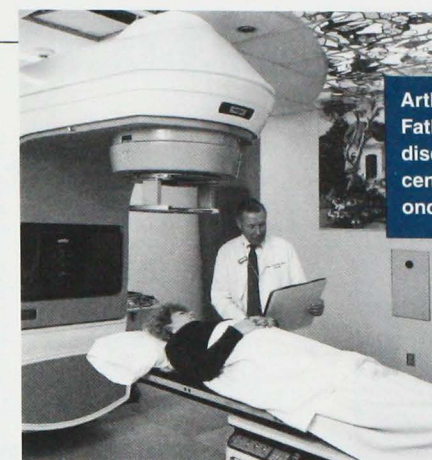
The formation of the Saint Raphael Physician Hospital Organization, Inc. (SRPHO) in 1994 is an important example of this type of joint effort. SRPHO is an equal partnership between Saint Raphael's and the Saint Raphael Independent Practice Association, a network of private, community-based physicians. "The SRPHO positions physicians and the Hospital to compete more effectively in a managed care environment," says Hospital President James Cullen. "It improves the efficiency of the contracting process and allows us to better manage the delivery of high quality care."

Jerome Freedman, M.D., president of the Hospital's medical staff during the SRPHO formation, says the SRPHO allows physicians and Saint Raphael's to share risks and incentives. "Doctors now can be proactive, rather than reactive, in negotiating and structuring managed care arrangements," he says. "This gives us greater opportunities to participate in managed care plans."

Norman Marieb, M.D., president of the SRPHO, foresees stronger ties between Saint Raphael's and physicians. "Doctors are taking on more leadership roles," he says. "They are more actively involved in the overall operation of the Hospital."

The SRPHO is among the many ways Saint Raphael's works cooperatively with its medical staff, which encompasses more than 850 physicians in 30 specialties, ranging from cardiology and cardiac surgery to oncology and orthopedic surgery. "The goal of these efforts is to provide quality health care to patients in a more efficient, effective and affordable manner," says Cullen.

In another effort to effectively compete in the man-



Arthur Knowlton, M.D., medical director of the Father Michael J. McGivney Center for Cancer Care, discusses the treatment process with a patient. The center offers a full range of state-of-the-art radiation oncology and medical oncology services.

aged care market, physicians and the Hospital are working together on pricing structures and product development. The two groups have already developed a package price for cosmetic surgery and are exploring similar packages for coronary bypass surgery and related cardiac services.

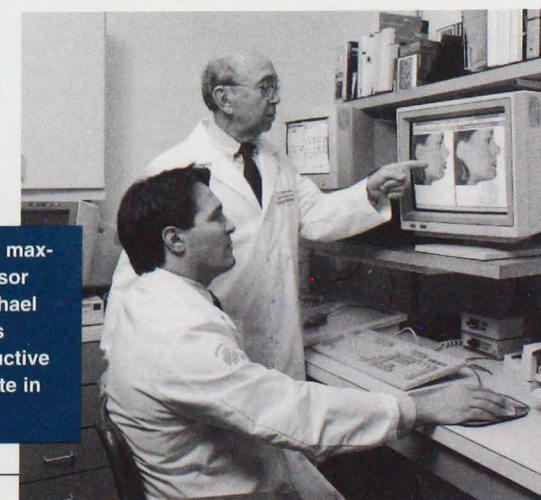
Community physicians play an integral role in staffing many of the Hospital's 32 clinics on a volunteer basis, including representation in specialties such as cardiology, endocrinology, oral and maxillofacial surgery, and dermatology. "This arrangement enables clinic patients to have access to the best medical expertise available," says Jay Pinsince, Saint Raphael's manager of Out-patient Clinics.

Many of Saint Raphael's attending staff hold clinical professorships at the Yale University School of Medicine and participate in the Hospital's long tradition of teaching excellence. More than 100 members of the house staff — medical residents, interns and fellows — look to Saint Raphael's attending physicians for professional guidance, leadership and hands-on clinical training. The education program enables attending physicians and new doctors to stay abreast of new developments. Our physician assistants, clinical

specialists and other healthcare professionals also play a significant role in the delivery of health care and the education program.

Saint Raphael's also has developed several programs to help physicians in their private practice. Thanks to Ulticare, a computerized patient information system, physicians can access medical records from their private practice or home. The high-tech system enables physicians to begin treating patients sooner. "Ulticare makes things much more efficient," says Ronald Angoff, M.D., of Pediatric and Medical Associates in New Haven, site of the first remote Ulticare location. "It's easier to enter orders for procedures or look up lab results. It's very convenient."

Developing programs and affiliations that mutually benefit the Hospital and physicians — and, in turn, enhance patient care — are essential for continued success. "The real challenge for Saint Raphael's and its physicians is to develop one integrated network of comprehensive healthcare services so patients receive quality care in the most appropriate setting, whether they need ambulatory care, acute care, home care or long-term care," says Riordan. "That's where you're going to see the real cost savings. It's not enough to reduce prices."



Bernard Levine, M.D., section chief of oral and maxillofacial surgery and associate clinical professor at Yale University School of Medicine, and Michael Longo, M.D. (left), a resident in Saint Raphael's medical education program, discuss reconstructive jaw surgery. More than 100 residents participate in the medical education program each year.



## With Healthcare Providers



Carmen Ruggiero, R.N. (left), a continuing care coordinator for Saint Raphael's, helps Sophie Lev (center) with the transition from the hospital to home. Barbara Goodwin, R.N., with the Regional Visiting Nurse Agency, will provide home healthcare services to Lev at her Hamden home.

**T**oday, helping people recuperate at home or in other community settings is as crucial as ensuring they receive quality hospital care. Shorter hospital stays and a growing emphasis on short term surgery and outpatient services means people are returning home quicker and, sometimes, with more medical needs.

"We recognize the importance of having a role in the post-hospital care of our patients, whether it's arranging for a visiting nurse, finding an appropriate rehabilitation center, or renting the necessary medical equipment for the home," says Tamrah Riley, R.N., manager of Care Management at Saint Raphael's.

One way Saint Raphael's is meeting this challenge is the formation of a network of Greater New Haven home care providers to ease the transition from the Hospital to the next level of care. By working within a network, Saint Raphael's can better coordinate and monitor

the continuing needs of discharged patients. "We want to make sure the same quality of care provided at Saint Raphael's is available in the community," says Riley, whose staff coordinates 3,600 home care referrals a year.

Affiliations with area providers are crucial to effectively compete in a managed care environment, says Ellen Dubinsky, director of Managed Care Development for Saint Raphael's. "By sharing resources and expertise with other providers, Saint Raphael's can offer a broader spectrum of healthcare services to its patients through an integrated healthcare delivery system. This approach helps contain healthcare costs by eliminating duplication and delivering quality services in the most appropriate setting," she says.

Saint Raphael's cooperative efforts also include its own subsidiaries, such as the Hospital and the Saint Regis Health Center, the System's 125-bed nursing home. By working together, the Hospital and Saint Regis provide better care for patients while containing costs for consumers and healthcare providers. Hospital patients waiting for placement in a nursing home are transferred to Saint Regis. This arrangement helps the Hospital best utilize inpatient acute beds and saves money by providing healthcare services in a more appropriate and lower-cost setting, reducing the patient's average length of stay.

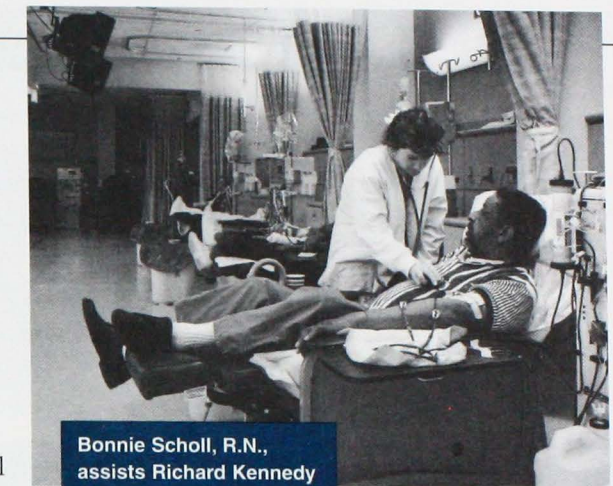
An agreement between Saint Raphael's and Gaylord Hospital in 1994 led to the creation of the region's most comprehensive acute injury management rehabilitation program for corporations. Under the agreement, Saint Raphael's Occupational Rehabilitation Services manages the outpatient evaluation and treatment of injuries, while Gaylord's program focuses on chronic injury treatment. "This affiliation provides greater convenience for employees of businesses with regional locations and offers a wider range of preventive services," says John O'Brien, M.D.,

section chief of Saint Raphael's Department of Physical Medicine.

The newly expanded Saint Raphael's Dialysis Center, a \$1.4 million outpatient facility in downtown New Haven, was developed in conjunction with New York's Beth Israel Medical Center. "The center is indicative of our commitment to high quality outpatient care," says Paul Ptalis, director of Ambulatory Services at Saint Raphael's.

Saint Raphael's recognizes collaboration between providers can lead to more effective and efficient care, especially when addressing complex medical, mental health and societal issues, such as AIDS, domestic violence, and substance abuse. "We are dealing with multi-faceted problems that require a multi-disciplinary and multi-agency approach," says Clifford Briggie, Ph.D., administrative coordinator for Saint Raphael's Psychiatric Department.

While working on city and statewide initiatives, Saint Raphael's is helping tackle Connecticut's AIDS epidemic. The Haelen Center, Saint Raphael's infectious disease clinic, opened in response to the growing demand for AIDS services. "We combine medical care, social service, pastoral care and nutritional guidance



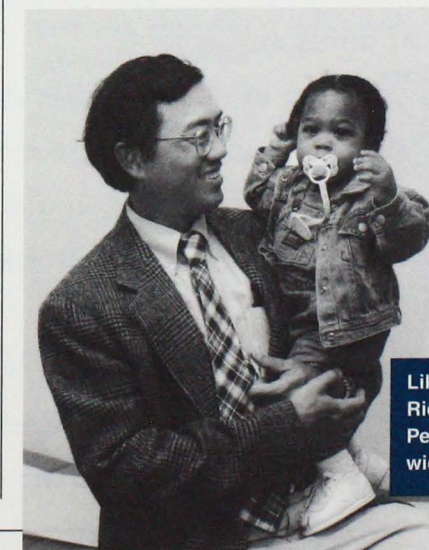
Bonnie Scholl, R.N., assists Richard Kennedy during a visit to Saint Raphael's Dialysis Center in downtown New Haven. The state-of-the-art center treats more than 130 people a week on an outpatient basis.

for our patients," says Helena Brett-Smith, M.D., medical director of HIV Services. The center recently won statewide recognition when the Connecticut

Department of Public Health and Addiction Services awarded Saint Raphael's a grant to provide HIV counseling and testing services for pregnant women.

Saint Raphael has a long-standing relationship with New Haven's Fair Haven Community Health Center, which provides primary care to residents of all ages. Through a partnership with Saint Raphael's, the Clifford Beers Guidance Clinic in New Haven provides services to children and adolescents admitted to the Hospital. Through another arrangement, the APT Foundation provides psychiatric services to people in Saint Raphael's evening chemical dependency program. Under an agreement with Marrakech Inc., which operates group homes for adults with mental retardation, Saint Raphael's provides on-site medication management and helps develop behavioral care plans.

In the future, Saint Raphael's will continue working closely with providers. Adds Dubinsky, "Our aim is to establish a seamless network of comprehensive care services in South Central Connecticut."



Like many members of Saint Raphael's staff, Richard Young, M.D., chairman of the Department of Pediatrics, uses his expertise on local and statewide taskforces examining key healthcare concerns.



# With Area Employers



Teamwork between Saint Raphael's and DiChello Distributors, Inc., has enhanced a safe working environment for employees. Pictured (left to right) are Peter Amato, M.D., medical director of Saint Raphael's Occupational Health & Treatment Center, and DiChello representatives: Ed Crowley, president; employee Tony Sheehan; Maureen Doran, director of nursing services and Bert Zempsky, chairman of the board.

**A**s a major area employer, the Saint Raphael Healthcare System is committed to working with other community-minded businesses to help create a healthier Greater New Haven — both at home and at work.

“Saint Raphael’s is more than a provider of quality health care,” says Alfred Fasulo, vice president of planning and marketing for Saint Raphael’s. “We view ourselves as a community organization with a responsibility to improve people’s lives. We’ve been very successful in working with area employers to achieve that goal.”

The alliances between Saint Raphael’s and other employers take many forms — sponsoring education series, providing primary care to inner-city residents, establishing work safety programs. “As a healthcare provider with a mission to serve the community, Saint Raphael’s is

uniquely positioned to work with employers who share our commitment to community health,” says Fasulo.

Providing a healthy workplace environment and quality medical care to employees were among the goals of senior management at DiChello Distributors, a New England distributor of Anheuser-Busch products located in Orange, when they began working with a team of experts headed by Peter Amato, M.D., medical director of Saint Raphael’s Occupational Health & Treatment Center. By working together, Amato and DiChello managers developed a light-duty work program that helps employees remain productive while they safely and completely recover from an injury.

“The light-duty program has been good for the psychological and physical well-being of our employees,” says Maureen Doran, director of nursing services at DiChello. “People feel better about themselves and recover more quickly because they are doing something worthwhile.” The program also has helped DiChello operate more efficiently and cost-effectively by reducing lost work days, she says.

A relationship with Stop & Shop, a regional supermarket chain, has enabled Saint Raphael’s to bring occupational healthcare services, physical therapy, safety programs, health screenings and wellness programs directly to the company’s North Haven manufacturing and distribution facility. This move saves Stop & Shop employees from traveling back and forth to Saint Raphael’s facilities and also allows Saint Raphael’s healthcare professionals



Supreme Knight Virgil C. Dechant, chief executive officer of the Knights of Columbus, addresses the audience during the opening of the Father Michael J. McGivney Center for Cancer Care. The Knights donated \$3 million to help make the center a reality. Hospital President James J. Cullen looks on.

to reach more Stop & Shop employees in a concentrated amount of time. Stop & Shop’s North Haven operation also has worked closely with Saint Raphael’s to develop a pre-employment program for new employees that matches physically fit candidates with appropriate jobs, thereby reducing their risk of on-the-job injury.

“Saint Raphael’s has been very cooperative with our efforts to keep our workforce healthy, improve on-the-job safety, and provide quality medical care to our employees,” says Pat Donohoe, manager of safety and field services for Stop & Shop’s Connecticut Division.

Bringing vital healthcare information to residents in southern Connecticut was the objective of a venture between Saint Raphael’s, WTNH Channel 8, and CVS Pharmacy. The three employers teamed up in 1994 to “Take Action Against Cancer!” for a month-long series of reports on ovarian, colon, prostate, breast and lung cancer. In addition, television viewers with questions were able to speak with experts at the Father Michael J. McGivney Center for Cancer Care.

A cooperative venture between United Illuminating Co. and Saint Raphael’s Project MotherCare mobile clinic helps to more efficiently bring primary, prenatal and pediatric care to residents in New Haven and West Haven. UI provides the mobile clinic with

access to on-street electric services and communications equipment that can be remotely activated by phone. Project MotherCare previously used a propane generator. “United Illuminating has helped Saint Raphael’s meet the medical needs of the underserved,” says Wilfred Reguero, M.D., Project MotherCare director and chairman of Saint Raphael’s Department of Obstetrics and Gynecology.

The Knights of Columbus recognized the area’s need for comprehensive cancer care services when it donated \$3 million toward the establishment of the McGivney Center. The donation — made in memory of Father McGivney, who founded the Knights of Columbus — is the largest in Saint Raphael’s history. “This investment demonstrates the continuing concern of the Knights of Columbus for the well-being and improvement of Greater New Haven,” says Supreme Knight Virgil C. Dechant, the fraternal society’s chief executive officer.

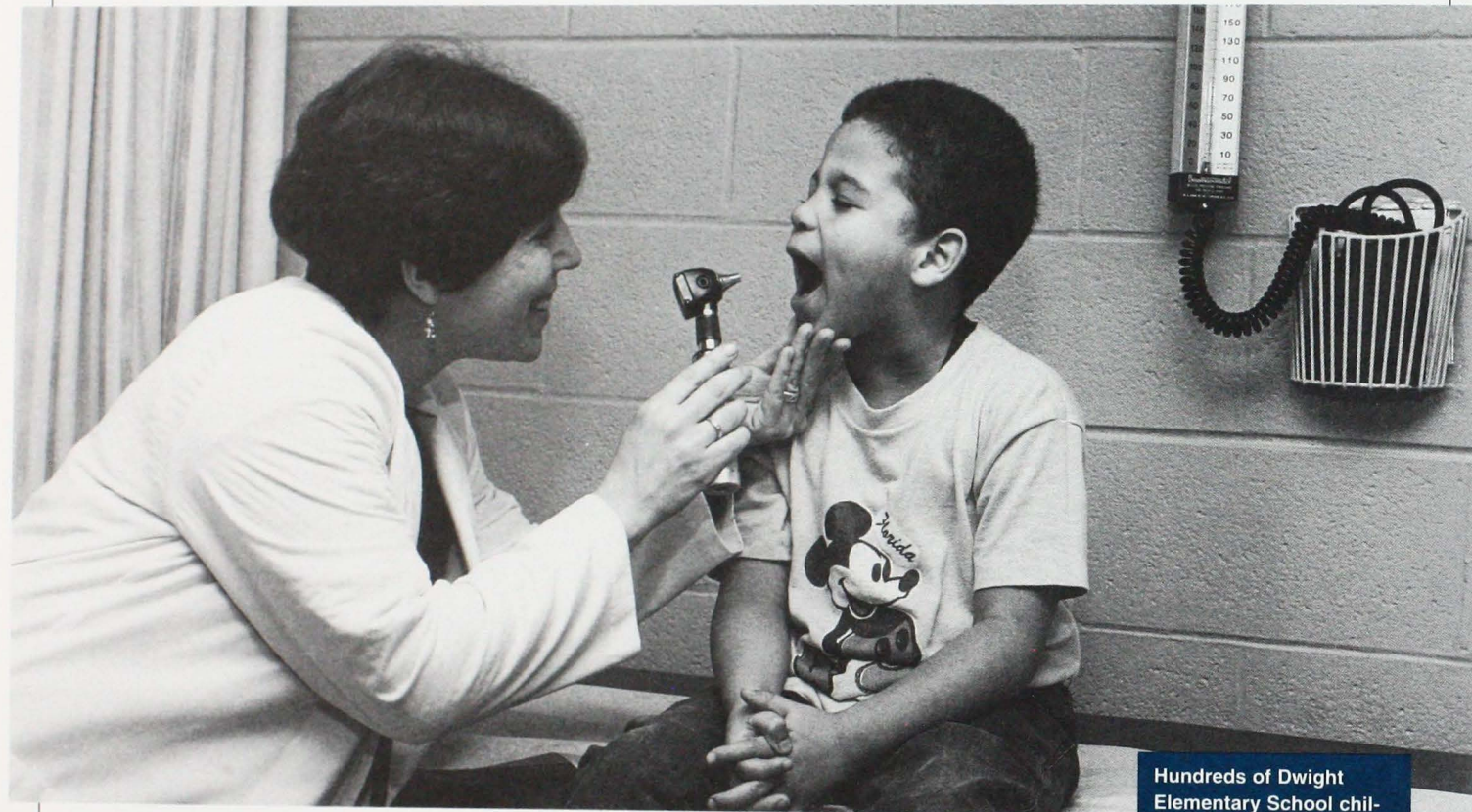
“These alliances are essential and benefit everyone,” says Fasulo. “We will see more of them in the future as we maximize our resources and work toward a common cause: the well-being of companies and individuals throughout the region.”

Thanks to an agreement with United Illuminating Co. to provide electricity to the mobile clinic, Saint Raphael’s Project MotherCare brings healthcare services to residents more efficiently. Pictured are Robert Hyde (left), UI’s vice-president of customer services, and Saint Raphael’s Wilfred Reguero, M.D., Project MotherCare founder.





## With the Community



Hundreds of Dwight Elementary School children use the onsite clinic for wellness checkups, immunizations, and medical care. Here Stephanie Perkins, a pediatric nurse practitioner with Saint Raphael's, checks a young patient.

**W**illie Freeman, principal of the Timothy Dwight Elementary School, doesn't hesitate when asked how Saint Raphael's newly opened school-based health clinic impacts students and their parents: "Healthy bodies lead to healthy minds which lead to healthy activities."

Thanks to the cooperative effort between the Hospital of Saint Raphael and the New Haven Board of Education, a nurse practitioner and social worker are available at the school to offer acute care for sick children, health screenings, well child care, sports physicals, social services and individual and group counseling. Saint Raphael's operates and funds the clinic.

"These are services our students would otherwise not receive because their parents have a difficult time accessing existing healthcare services or they lack the financial resources and health insurance to seek medical and preventive care," says Freeman. "This partnership with

Saint Raphael's is a dream come true for this school."

The Dwight Health Center, and a similar clinic at the Troup Magnet Academy of Sciences, a middle school, illustrate how Saint Raphael's intimately works with residents, neighborhood and business leaders, and community organizations to keep people healthy.

"We believe in being good neighbors and getting involved in the life of the community," says Kevin McNamara, vice president for Community and Government Relations for the Saint Raphael Healthcare System. "The best way to serve the community is to be a part of the community — the entire Greater New Haven community."

As one of the state's leading healthcare providers with a mission to serve all people in need, Saint Raphael's has a responsibility to "listen to the community" to identify healthcare concerns and respond with programs that address those needs, says McNamara.

"Being a good neighbor also means helping area residents to access Saint Raphael's comprehensive range of services, whether they need acute inpatient care, short term surgery, outpatient services, cancer care, occupational health, or health education and wellness programs. Helping people to receive the health care services they need is part of our mission," says Sister Anne Virginie, president of the Saint Raphael Healthcare System.

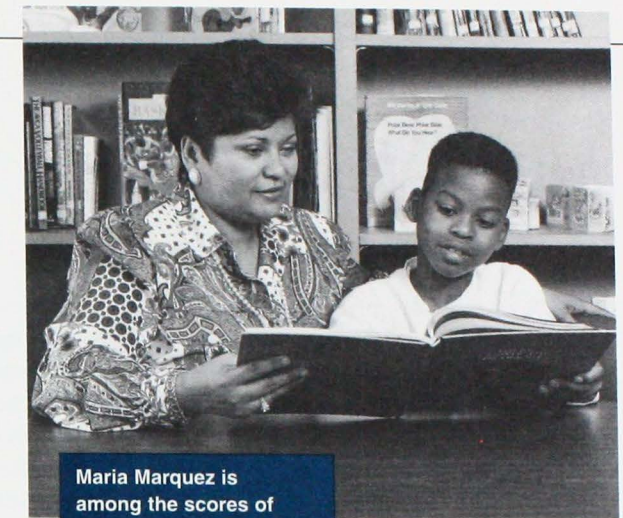
By offering evening hours and transportation, more people can use Saint Raphael's clinics. Project MotherCare, a mobile health van, provides prenatal and primary care to New Haven and West Haven residents. Project ElderCare offers on-site care to elderly residents at three New Haven public housing projects. Hospital employees and volunteers offer blood pressure screenings

at senior citizen centers and shopping malls throughout the area. Saint Raphael's cardiac rehabilitation program in Guilford and its occupational health program in Branford make it easier for shoreline residents to receive services.

Saint Raphael's collaborative efforts with the community are diverse. Employees show their commitment by serving as mentors to school children, volunteering in the neighborhood reading room, participating in the Special Olympics and various walkathons, and by donating funds to local agencies through the employees' One For All Fund.

As part of a strategic initiative to stabilize and improve the surrounding neighborhood, Saint Raphael's is helping employees become proud home owners through its Neighborhood Home Ownership Program. The program offers financial aid to employees wishing to purchase and live in neighborhood homes. "The home ownership program is one way Saint Raphael's can help employees and the community — it's a real 'win-win' situation," says McNamara. "We're also working with residents to improve the immediate area and encourage people to take pride in their neighborhoods."

The community reading room located in the neighborhood police station is a joint venture between Saint Raphael's and the New Haven



Maria Marquez is among the scores of Saint Raphael employees who volunteer at the community reading room, a joint venture between Saint Raphael's and the New Haven Police Department.

Police Department. "Every afternoon, children from the nearby elementary and middle schools drop by to read, borrow books,

use the computer and get help with their homework," says Martha Judd, director of Community and Government Relations at Saint Raphael's. Hospital employees staff and supply the reading room with books.

Through the Parish Nurse Program, Saint Raphael's and community nurses join forces to provide health education and screenings to church or synagogue members. "Sixteen interfaith parishes from New Haven, North Haven, Hamden, Woodbridge, Orange and West Haven are working closely with Saint Raphael's to meet the wellness needs of their communities," says Sister Ann Matthew, the program's coordinator.

Saint Raphael's is also committed to providing job training, career counseling and scholarships as a way of helping people to improve the quality of their lives. "The goal of all our community partnership endeavors," says McNamara, "is to improve the health and welfare of all Greater New Haven residents."



Saint Raphael employees and friends took part in a walkathon to benefit research for Parkinson's Disease. The American Parkinson's Disease Association, a statewide information and referral organization, is located at the Hospital.



## Highlights of 1994

The Saint Raphael Healthcare System in 1994 continued working toward providing a comprehensive continuum of healthcare services through an integrated delivery network. We worked diligently to improve the health status of our community by collaborating within our system and with other organizations that share the values of our founders and sponsors, the Sisters of Charity of Saint Elizabeth.

Whether it's wellness programs, acute inpatient care, short term surgery, outpatient clinics, occupational health, or cancer care, our primary goal was — and is — to keep communities healthy and improve the quality of life for Greater New Haven residents. We remained focused on providing the highest quality and level of care in the most appropriate setting, while striving to contain costs and operate more efficiently and effectively.

Among this year's highlights was the 135th anniversary of the Sisters of Charity of Saint Elizabeth, who founded the Hospital of Saint Raphael in 1907. The Sisters of Charity remain committed to continuing their mission of healing, aided by thousands of Saint Raphael employees, physicians and community residents.



Registered dietitian Mary Maloy (center) shows Margaret Evangelista (left) and Lois Bylo how to prepare tasty low-fat meals as part of TakeHeart, Saint Raphael's cardiac rehabilitation program.

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### New programs, services

Thanks to widespread support from residents, businesses and System employees, Saint Raphael's opened the Father Michael J. McGivney Center for Cancer Care in April. The \$22 million facility, which consolidated the Hospital's cancer care services, offers a multi-disciplinary team approach to treating cancer patients and their families with dignity and compassion. The center was named in honor of Father McGivney, founder of the Knights of Columbus. The Knights donated \$3 million toward the center, representing the largest gift to Saint Raphael's in our history.

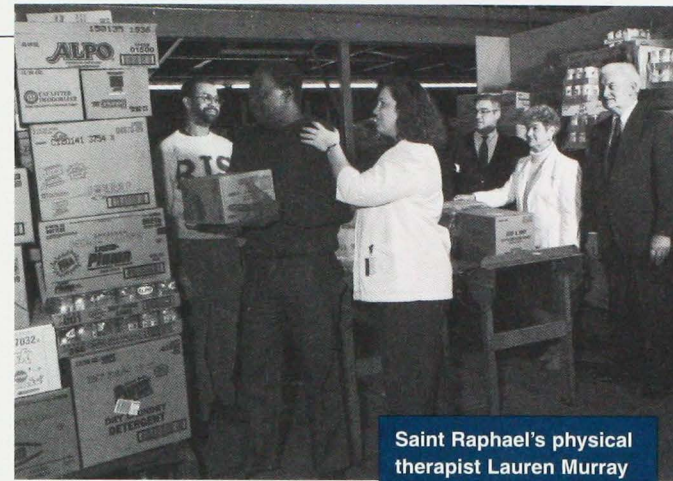
In August, we celebrated the opening of The Irving and Alice Brown Memorial Garden, a gift from the Brown Fischer family, long-time donors to Saint Raphael's. Located on the roof of the McGivney Center and covering nearly three-quarters of an acre, the garden provides a source of renewal for patients, family and staff.

As a leader in the field of oncology, Saint Raphael's took part in a national study aimed at improving the survival rate of patients with lung cancer. The Hospital was also granted a three year approval by the Commission on Cancer of the American College of Surgeons.

In addition to the McGivney Center, we opened several facilities in 1994 to offer more outpatient services in an effort to provide care in the most appropriate setting and to make access to services easier for residents throughout the region. The Saint Raphael Dialysis Center, located on York Street in New Haven, nearly doubled our ability to care for people with kidney disease on an outpatient basis. The \$1.4 million facility was developed in conjunction with New York's Beth Israel Medical Center. We also opened a new satellite physical medicine program in Branford to provide outpatient rehabilitative services to shoreline residents and area employees of companies involved in Occupational Health Plus, Saint Raphael's occupational health program.

We opened the Haelen Center (the Olde English word for healing) to medically and emotionally care for people living with HIV and AIDS on an outpatient basis. In recognition of our work in this area, the Connecticut Department of Public Health and Addiction Services awarded Saint Raphael's a grant to provide HIV counseling and testing for pregnant women.

By working together with the New Haven Board of Education, Saint Raphael's opened a school-based clinic at Dwight Elementary School staffed by a nurse practitioner and social worker.



Saint Raphael's physical therapist Lauren Murray (center) helps Stop & Shop employee Elbert Calhoun (holding box) with proper lifting mechanics. Also pictured are (left to right) Stop & Shop employee Thomas Hill; Pat Donohoe, manager of safety and field services for Connecticut; Jane Longobardi, R.N., onsite occupational health nurse from Saint Raphael's; and Pete Nuzzo, operations manager.

We have been operating a school-linked clinic at the Troup Magnet Academy of Sciences for several years, and received an \$80,000 grant from the state of Connecticut to open a school-based clinic at Troup in 1995.

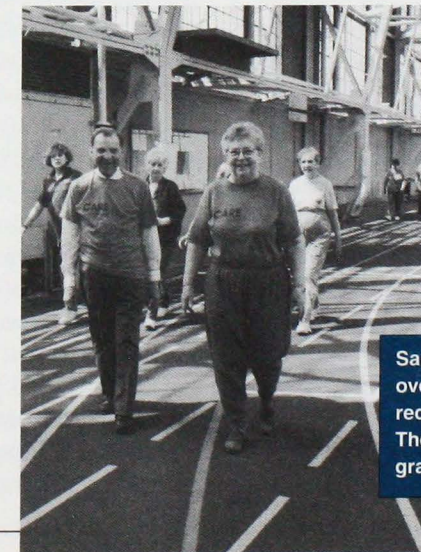
A third Project ElderCare clinic opened at the Ribicoff Cottages in New Haven to offer primary care and screenings to older adults. Project ElderCare, with clinics at Edith Johnson Towers and Crawford Manor, is a joint effort between the Hospital and the City of New Haven.

### Health and wellness

More than 10,000 community residents benefited from screening, fitness and health-related programs, wellness information and other health promotion activities under Saint Raphael's HealthLink Program. Persons identified as high risk for heart disease or other serious illnesses were linked with Hospital services, physicians and specialists. In addition, more than 4,000 people over age 55 took advantage of Saint Raphael's CareCard services, which include health screenings, educational programs, fitness courses, medical information and recreational events.

A re-designed Saint Raphael's *Better Health* magazine, Connecticut's leading health magazine, began offering readers more health and lifestyle information in 1994, versus the disease-specific articles printed in the past. *Better Health*, which is published six times a year by the Hospital, is circulated free to 146,000 households throughout South Central Connecticut.

Information for physicians to better serve their patients was the motivation behind the Department of Community Health's dedicated telephone line, 789-DRDR. The program provides



Saint Raphael's CareCard program offers adults over age 55 exercise programs, health screenings, recreational activities and educational seminars. These CareCard members take part in a walking program designed to keep people active and fit.

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information to physicians about health promotion programs and community services for their patients.

Finally, in a highly successful month-long collaborative effort with WTNH Channel 8, sponsor CVS Pharmacy and the Hospital provided information on cancer prevention to residents throughout Connecticut.

### Primary and preventive care needs grow

The number of people seeking care at our 32 primary care and specialty outpatient clinics totaled 44,903, representing a 19 percent increase from last year. We offered evening hours and transportation to increase access for more people. Community physicians staffed many of the clinics.

Participation in TakeHeart, our cardiac rehabilitation program in New Haven and Guilford, remained strong. The program is currently running four cardiac rehabilitation sessions, and plans are underway to add a fifth.

Saint Raphael's Domestic Violence Services received attention throughout New England when it added a therapy group for men who want to end the violence toward their partners. Saint Raphael's is one of only a few organizations in Connecticut and the nation with a program devoted to helping men who batter.

### Quality specialty services

Demand for quality acute care services remained strong, even with the trend to provide care in outpatient settings. We treated the sickest patients in the state due, in part, to our state-of-the-art cardiac surgery program, the growing number of AIDS patients, and the increasing number of older adults living in Connecticut.

Demand for outpatient surgery grew, with the Hospital maintaining its position as a leader in laser surgery. We were the first hospital in New England to use a robot to maneuver the camera used during laparoscopic procedures and we acquired a special laser to remove skin discolorations such as "wine stains."

The McGivney Center is one of a few centers in the country equipped to do three dimensional treatment planning, which allows radiation to be focused more specifically at a tumor.

The Magnetic Resonance Imaging Center, a partnership with DePaul



## Highlights of 1994 (continued)

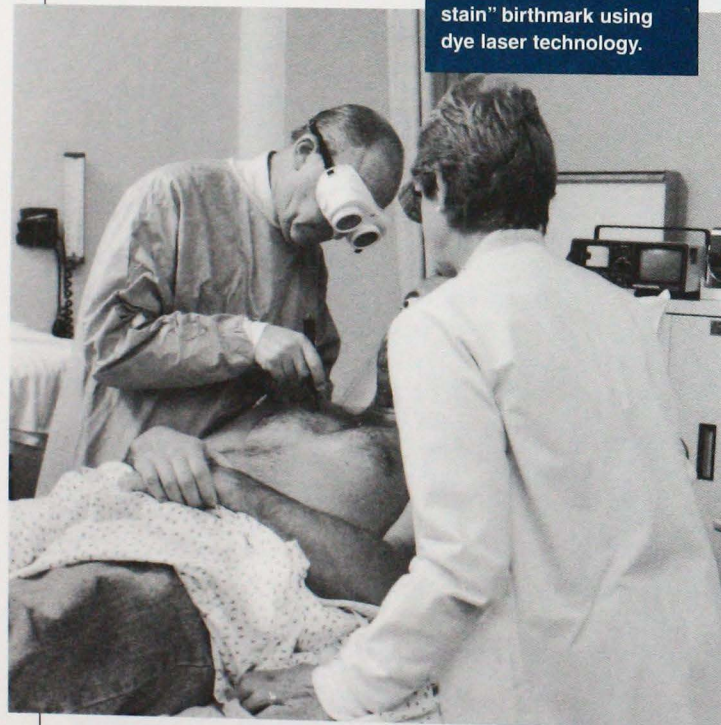
Health Services Corporation and New Haven Radiology Associates P.C., began offering magnetic resonance angiograms. The angiograms provide information to vascular surgeons and neurologists relating to strokes, which is particularly useful for patients unable to have radiologic angiograms due to medical conditions.

We continued to bring Hospital departments and services on-line with our Ulticare computerized patient information system, including the patient registration process in the Emergency Department, the Laboratory and Radiology. We also began providing physicians with the ability to access Ulticare from their private practice or home to facilitate patient care.

### Occupational health booming

The Occupational Health & Treatment Center moved to a new site on Sherman Avenue, right across the street from the Hospital, providing more space and easy access for employees and patients. The center is one component of Occupational Health Plus, which continued to provide an expanding array of services to employers, including acute injury management, employment physicals, rehabilitative services, occupational health

Marvin Arons, M.D. (left), and Anne Koncevich, R.N., perform a short-term surgery procedure involving the removal of a "wine stain" birthmark using dye laser technology.



nursing, wellness programs and health screenings, drug screenings, and programs to help companies meet Occupational Safety and Health Association standards. A second rehabilitation site was established in Branford for the convenience of shoreline employers and their employees. We also solidified more than 15 occupational health managed care networks.

These programs, combined with the expertise of Occupational Health Plus's healthcare professionals, has helped businesses throughout Greater New Haven curb rising indemnity costs. Some clients have realized savings of up to 35% through these programs and the efficient and safe return to work of injured employees. In all, nearly 280 employers with an estimated 35,000 employees participated in Occupational Health Plus services in 1994, representing a 17 percent increase from last year.

In another move to provide a continuum of care for injured workers throughout the state, Occupational Rehabilitation Services and Gaylord Hospital's Industrial Rehabilitation Program joined forces to create the region's most comprehensive acute injury management rehab program for business and industry. Under this new agreement, Saint Raphael's and Gaylord offer clients an array of services, including acute medical care; physical and occupational therapy services; vocational, nutritional and psychological services; and structured return-to-work programs, such as work hardening and pain management.

### Thriving in a managed care world

In 1994, Saint Raphael's continued to successfully negotiate contracts with managed care providers. We also took several steps to better position ourselves to compete in today's changing healthcare market. The formation of the Saint Raphael Physician Hospital Organization — a partnership between the Hospital and medical staff members in the Saint Raphael Independent Practice Association, which includes 500 physicians — enables us to better manage the delivery of quality care and efficiently contract with managed care organizations and employer groups.

Using strict criteria and a request for proposal process, Saint Raphael's established a network of twelve home care agencies to ensure that patients leaving the Hospital receive quality care while recuperating at home or at another site in the community. The criteria included a commitment to quality, data management and clinical program development. With more people being discharged from the Hospital with medical needs because of shorter hospital stays and the increased use of short term surgery, the home care network, an important component in Saint Raphael's commitment to a continuum of healthcare services, eases the transition to the next level of care.

Other managed care initiatives in 1994 included lowering costs while increasing quality, wherever possible, through activities such as a Hospital-wide operations improvement process. We continue to look for opportunities to become more efficient and cost-effective in order to remain competitive in today's healthcare environment.

### Partnerships with our affiliates

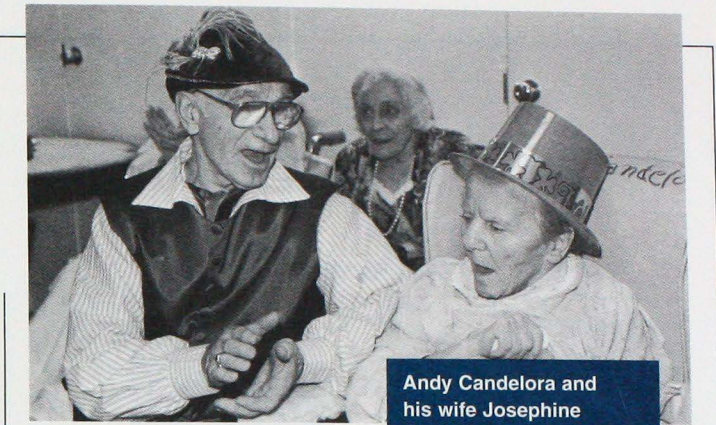
Collaborative efforts between the Hospital and the Saint Regis Health Center, the System's 125-bed nursing home, helped decrease the length of time patients stayed in the Hospital, thereby reducing overall costs and freeing inpatient beds. Hospital patients who no longer require acute care and are awaiting nursing home placement are transferred to Saint Regis, where they receive appropriate care in a more cost-effective setting. Some patients participate in Saint Regis' restorative care program, which provides aggressive rehabilitation services to people who are not yet ready to return to independent living. The program helps people return home or move into a more clinically appropriate and lower-cost setting. Saint Regis and the Hospital continue to look for opportunities to increase efficiencies and conserve resources through group purchasing programs and coordinated financial functions.

### Our community commitment

Our comprehensive plan to help stabilize and improve our neighborhood moved forward. The Neighborhood Home Ownership Program began providing qualified System employees with financial help and technical support to buy neighborhood homes. In addition, Seton Real Estate plans to acquire abandoned and dilapidated buildings in the neighborhood as part of our continuing efforts to stabilize and enhance the community. Also, six scholarships were awarded to students pursuing healthcare careers: two neighborhood scholarships; two minority nursing scholarships; and two scholarships from the Saint Raphael Auxiliary's Geraldine Michaels scholarship program.

Many school children regularly use the neighborhood reading room, a joint project between Saint Raphael's and the New Haven Police Department. We also continued to offer job training, career counseling and work study opportunities to neighborhood residents. A community resource guide, "Caring for Our Community," was distributed to 3,500 local social and human service organizations, churches and health agencies to help their clients access Saint Raphael's services.

The Parish Nurse Program, which received a grant this year from the Sisters of Charity, expanded to include 16 interfaith parishes in Greater New Haven. The program



Andy Candelora and his wife Josephine Candelora, a resident of Saint Regis Health Center, enjoy a Saint Patrick's Day celebration. Saint Regis, the System's nursing home, offers long- and short-term care.

provides health education and screenings to churches and synagogues.

### A generous community

The Saint Raphael Foundation raised more than \$3.6 million in 1994. The Foundation also continued to establish long-term giving programs by formalizing policies and procedures for the acceptance of planned gifts. In addition, trust and estate gifts almost tripled this year.

The Foundation broadened the base of individuals actively engaged in and committed to fundraising for the System and its entities. Seven community fundraising committees were established and more than 50 new volunteers worked to raise \$1 million of the more than \$9 million donated to the Campaign for Cancer Care for the McGivney Center. New volunteers were also involved with a gala concert featuring singing legend Ray Charles, a car raffle, and the solicitation of members of the Presidents' Circle.

Total donations from the Saint Raphael Auxiliary equaled \$178,000, including \$125,000 for the McGivney Center and \$50,000 to Saint Regis. Thanks to widespread support, the Auxiliary met its five-year pledge of \$500,000 to the McGivney Center in four years. Other fund raising ventures included the Orchard Street Thrift Shop, the Art Corridor, the Glass Door Gift Shop, the annual Men's and Women's Golf Tournaments, jewelry sales, a Day at the Volvo tennis tournament, the baby photo project, and an auction and fashion show.

Everyone involved in the Saint Raphael Healthcare System takes pride in the accomplishments of 1994. We remain committed to providing the highest quality of care to all persons in need, regardless of their ability to pay, by providing a full continuum of healthcare services. This continuum will enable us to provide the most appropriate care in the most effective and cost-efficient manner. We will work in 1995 to continue to provide the most technologically sophisticated medical care in the state while continuing to place emphasis on primary care and wellness initiatives. We will also continue to work to establish collaborative relationships with other healthcare providers, businesses and members of the community as we work towards the better health of our community.



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Gail Nixon

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Joseph Blumberg

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George Morriss

People's Bank

David Newton



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**James Sabshin**  
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Secretary



**John Chandler**  
Treasurer



**Charles Riordan**  
Vice President of  
Medical Affairs

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Dept. of Anesthesiology



**Paul Krochmal**  
Dept. of  
Emergency Medicine



**Peter Herbert**  
Dept. of Medicine



**Wilfred Reguero**  
Dept. of  
Obstetrics/Gynecology



**Romeo Vidone**  
Dept. of Pathology



**Richard Young**  
Dept. of Pediatrics



**Thomas Stewart**  
Dept. of Psychiatry



**Jack Westcott**  
Dept. of Radiology



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Dept. of Surgery

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**Richard Mangi**  
Allergy,  
Infectious Diseases



**Philip Fazzone**  
Cardiology



**Kalman Watsky**  
Dermatology



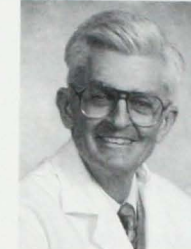
**Barr Forman**  
Endocrinology



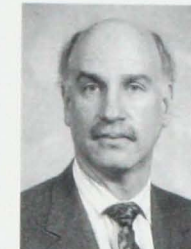
**Ronald Vender**  
Gastroenterology

## Section Chiefs

### Dept. of Medicine (continued)



**John Merritt**  
Geriatrics



**Evan Ginsberg**  
Internal Medicine



**W. Bruce Lundberg**  
Hematology/Oncology



**Frederic Finkelstein**  
Nephrology



**Bruce Haak**  
Neurology



**John O'Brien**  
Physical Medicine



**Herbert Knight**  
Pulmonary



**Gordon Hutchinson**  
Rheumatology



**Daniel Koenigsberg**  
Child Psychiatry

### Dept. of Surgery



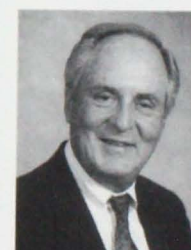
**Vasant Khachane**  
Cardiothoracic Surgery



**Kenneth Ciardiello**  
General Surgery



**Isaac Goodrich**  
Neurosurgery



**Michael Fezza**  
Ophthalmology



**Bernard Levine**  
Oral and Maxillofacial  
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**Marvin Arons**  
Plastic Surgery



**Richard Lena**  
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Israel Dvoretzky  
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Howard Spiro  
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Ronald Vender  
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Robert E. White  
Joseph Yu

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Helena Brett-Smith  
Dana Dunne  
Ellen Kroop-Martin  
Richard Mangi

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Bruce Haak  
Moshe Hasbani  
Lewis Levy  
James McVeety  
James Ray Merikangas  
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Arthur Seigel  
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Josephine Fuhrman  
Sossamma George  
John W. O'Brien  
Francis Palermo  
Ted Strayer

### Pulmonary

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Claudia Dinan  
Kenneth Dobuler  
Brett J. Gerstenhaber  
Herbert Knight  
William J. Lavin  
Jacob Loke  
Richard Matthey  
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## Volunteers and Donors . . . Partners in Progress

For the Saint Raphael Foundation, 1994 was a year marked by celebration. During April, the Father Michael J. McGivney Center for Cancer Care opened its doors following a successful campaign that raised over \$9 million. In August, on the roof of the new cancer center, The Irving and Alice Brown Memorial Garden was dedicated to the memory of these long-time donors and friends. Funding was provided by the Brown-Fischer family.

Also during 1994, the Saint Raphael Foundation celebrated its 20th Anniversary at a gathering of current and former members of its Board of Trustees. Over those years, the partnership of Foundation volunteers and donors generated more than \$32 million for the health and well-being of the greater New Haven community through enhanced Saint Raphael facilities, programs and services.

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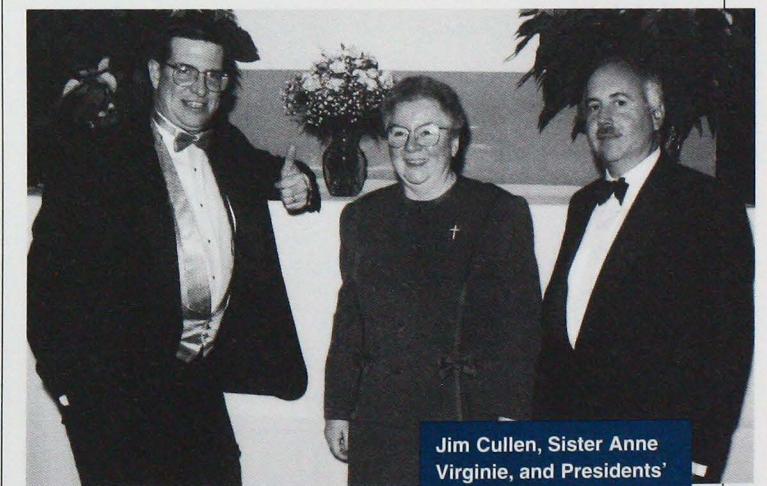
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During its twentieth year, the Foundation secured pledges and gifts totaling more than \$3.5 million for the Hospital of Saint Raphael and for Saint Regis, the Saint Raphael nursing home. Listed here are those special donors who, during the 1994 fiscal year (October 1, 1993 through September 30, 1994) donated \$1,000 or more, and are therefore recognized as Presidents' Circle members. Also listed are members of the Saint Raphael Society, those very special donors who have given \$20,000 or more over their lifetime or by bequest.

As the Foundation begins its 21st year, it stands ready to start anew with a partnership of volunteers and donors committed to building Saint Raphael's endowment to provide for the ongoing needs of the Saint Raphael Healthcare System and its non-profit affiliates, the Hospital of Saint Raphael and Saint Regis Health Center.

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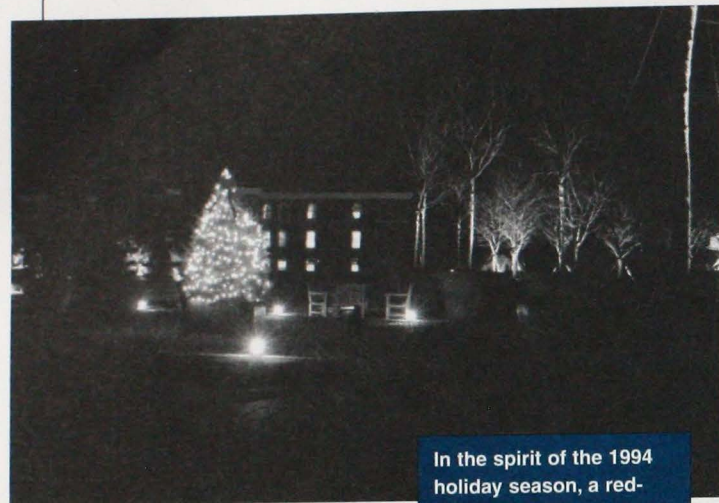


Jim Cullen, Sister Anne Virginie, and Presidents' Circle Co-Chair Dr. Mark Weinstein celebrate at the 1994 Presidents' Ball honoring a record number of Presidents' Circle and Saint Raphael Society members.

+ Deceased  
\* Includes 1994 Annual Fund donation of \$1,000 or more.



Volunteers and Donors . . . Partners in Progress (continued)



In the spirit of the 1994 holiday season, a red-ribboned balsam burned bright with tiny white lights day and night in The Irving and Alice Brown Memorial Garden, the gift of Carole Brown Fischer and daughters.

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James A. Fazzone  
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Drs. Benedict L. & Kumu Fernando\*

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Philip Radding  
Dr. & Mrs. Wilfred Reguero\*  
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Most Rev. Peter A. Rosazza\*  
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Dr. Alan F. Ruskis\*  
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Peter Rzasa  
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Mr. & Mrs. James Shanbrom  
Rev. James Shanley  
Mrs. Robert Shapiro\*  
James O'Connor Shea  
Loretta M. Spigno  
Dr. Venkatachala & Nagarathna Sreenivas  
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Mary Elizabeth Stewart  
Dr. Thomas D. Stewart\*  
Patricia Stratton  
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Mary M. Tse, M.D.\*  
Dr. & Mrs. David M. Van Es\*  
John Vigent  
Cindy von Beren & Fred Frassinelli  
Susan Walsh  
Maureen Quinlan Wolyniec  
Mr. & Mrs. Mario J. Zangari

**Corporations & Professional Corporations**  
1294 Chapel Street Associates  
Ann Taylor, Inc.  
Architectural Hardware Company  
Bailey, Moore, Glazer, Schaefer and Proto, C.P.A.\*  
BEA Associates

Bergman, Horowitz & Reynolds, P.C.  
The Bilco Company  
H. Bixon & Sons  
Blakeslee, Arpaia, Chapman, Inc.\*  
Bozzuto's, Inc.  
Cardiology Associates of New Haven, P.C.\*  
Celentano Funeral Home  
The Connecticut Refining Company  
DeLio and Associates  
The Delker Corporation  
W.J. Dornfeld Company, Inc.  
Duff & Phelps Investment Management Co.\*  
E & F Construction Company, Inc.  
Eastern Elevator Company, Inc.  
Fox Asset Management  
P. Francini & Co., Inc.  
Fuji Medical Systems U.S.A., Inc.  
Dr. Moshe Hasbani & Dr. Samuel Bridgers, P.C.  
Hematology-Oncology, P.C.  
The William Hotchkiss Company  
Peter Indorf, Inc.  
Massey's Plate Glass Company, Inc.\*  
Mauro Motors  
O.E. Mossberg & Sons, Inc.\*  
Neubert, Pepe & Monteith, P.C.  
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Oak Hall Capital Advisors, Inc.\*  
Gary J. Price, M.D., P.C.  
Pulmonary Associates of New Haven, P.C.  
Santa Fe Construction, Inc.  
Standard Paint & Wallpaper Corporation  
Thoracic & Cardiovascular Associates of New Haven, P.C.  
Truckparts, Inc.  
Turner Construction Company  
Tyler, Cooper & Alcorn  
Wiggin & Dana

**Organizations**  
Connecticut State Police Golf Tournament  
I.B.E.W., Local #90\*  
The Kiwanis Club of New Haven  
Knights of Columbus - Russell Council #65\*

**Foundations**  
Catlin Family Foundation, Inc.\*  
Robert B. & Isabella E. Dodds Fund/The Community Foundation for Greater New Haven\*  
Margaret N. Forsythe Charitable Fund  
Freas Foundation, Inc.\*  
The Ethel & Abe Lapides Foundation, Inc.  
Michaels Jewelers Foundation



"Dum Vivum Vivimus (While we're living let's live it up)!" Sister Ann Stango, Eileen Scalesse, and Edward J. O'Neill led the revelers in raising funds at Mardi Gras 1994! for Saint Regis, the Saint Raphael nursing home.



## Volunteers and Donors . . . Partners in Progress (continued)

### Estates

John L. Collins  
Mary DiMeo  
Julia S. Reynolds

### Trusts

Irving J. & Alice M. Brown

### Saint Raphael Society

Membership is based on cumulative lifetime gifts through September 30, 1994

### Excalibur

\$1 million or more

### Individuals

The Brown Family

### Organizations

Auxiliary of the Hospital of Saint Raphael  
Sisters of Charity of Saint Elizabeth

### Foundations

The Community Foundation for Greater New Haven

### Founder

\$500,000 - \$999,999

### Corporations & Professional Corporations

E & F Construction Company  
Echlin Inc.

### Organizations

Knights of Columbus  
Saint Raphael Employees One For All Fund

### Regent

\$250,000 - \$499,999

### Corporations & Professional Corporations

Anesthesia Associates of New Haven, P.C.

### Trusts

Dr. Luca E. Celentano

### Benefactor

\$100,000 - \$249,999

### Individuals

Fred Apuzzo  
The DiMeo Family  
Carole Brown Fischer

### Corporations & Professional Corporations

The Bilco Company  
Fleet Bank

The Guyott Company, Inc.  
Lafayette American Bank & Trust Company\*

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Sargent & Company  
Shawmut Bank

SNET  
Union Trust Company

### Organizations

Archdiocese of Hartford  
HSR Physician Services Fund

### Trusts

Armtek Corporation

### Sponsor

\$50,000 - \$99,999

### Individuals

Dr. & Mrs. Charles B. Beckman  
Dr. & Mrs. Philip R. Fazzino  
Dr. & Mrs. Il Song Hahn\*  
Dr. & Mrs. Vasant B. Khachane  
Dr. K.J. Lee  
Dr. Sin Hang Lee\*  
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Dr. & Mrs. Romeo A. Vidone\*  
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Bank of Boston - Connecticut  
Blue Cross & Blue Shield of Connecticut

Centerbank  
Cosgrove Construction Company

Dorr-Oliver Incorporated  
First Federal Bank

Merrill Lynch & Co., Inc.  
Miles, Inc.

Neurosurgical Associates of New Haven, P.C.\*

New Haven Register  
Olin Corporation

Charitable Trust  
Pantak Inc.

Southern Connecticut  
Gas Company

United Aluminum Corporation  
United Technologies Corporation

The United Illuminating  
Company

### Member

\$20,000 - \$49,999

### Individuals

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Dr. & Mrs. Marvin S. Arons  
Dr. & Mrs. John M. Aversa\*  
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Dr. & Mrs. David P. Colley  
Mr. & Mrs. James J. Cullen

Dr. & Mrs. Donald S. Dock  
Dr. & Mrs. James M. Dowaliby

Dr. & Mrs. Anthony P. Fappiano  
Dr. & Mrs. Leonard R. Farber

Dr. & Mrs. Leonard A. Fasano\*  
Dr. Michael and Norma Fezza\*

Dr. & Mrs. Gerald Fishbone  
Dr. & Mrs. Malcolm B. Friedman

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Dr. & Mrs. Joseph H. Zelson  
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### Corporations & Professional Corporations

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Arthur Andersen & Company  
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Blakeslee, Arpaia, Chapman, Inc.\*  
Blumberg, Whitten & Sherry, Inc.

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Group, P.C.

Joseph Cohn & Son, Inc.  
C. Cowles & Company

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Founders Bank

G & O Manufacturing Company  
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IBM Corporation  
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Group, P.C.

New Haven Radiology  
Associates, P.C.

New Haven Terminal, Inc.  
A. Prete & Son Construction, Inc.

The Upjohn Company

**Organizations**  
Amity Club, Inc.

Knights of Columbus  
Russell Council #65\*

Santa Maria Assunta Society

**Foundations**  
The Walter Camp Football Foundation

Carolyn Foundation  
Catlin Family Foundation\*

The Echlin Foundation  
Harvey Hubbell Foundation

Louis & Dora Mohill Foundation

\* Includes 1994 Annual Fund  
donation of \$1,000 or more.

### Honorary Members of the Saint Raphael Society

**1990**  
K.J. Lee, M.D., F.A.C.S.

The Honorable Richard C. Lee  
Frederick J. Mancheski

Philip Paoella  
Sister Anne Virginie

**1991**  
Sister Louise Anthony

**1992**  
Petar Lujic, M.D.  
Robert J. Lyons

### In Memoriam

#### Founder

Irving J. & Alice M. Brown

#### Regent

Elizabeth D. & Frank S. Butterworth, Jr.

Drs. Luca E. & Jean Hippolitus  
Celentano

Richard S. Jackson

#### Benefactor

Mary G. Desmond  
John C. LaSala

Louis J. Piantino  
Clarence Westerberg

Robert C. & Marion D. Young

#### Sponsor

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Geraldine M. Brown  
Angelina & William Mazzucco

Alice C. & William C. Meehan  
Frances H. Nicklas

Rose V. Pelliccia  
Orlando Pelliccia, Jr., M.D.

Elizabeth B. Reynolds  
Pauline Richard

Henry R. Roche

#### Member

Florence & Biagio Anthony  
Abbatello

John F. Abeel, Sr.  
Dr. Donald B. Alderman

Pierino F. D'Elia, M.D.  
Father James E. Dargan

Aldo DeDominicis  
Mabel A. Deegan

Joseph DiSesa  
Rosalind B. Dillon

Kathleen Doherty  
Robert M. & Irene A. Engberg

Edward D. & Martha H.  
Goldman

Thomas R. LoRiccio  
Frederick & Mae Merliss

Fannie & Nathan Pycone  
Dr. Robert S. Rosnagle

Ralph J. Russo  
Joseph A. Weibel

## Endowment Funds

Donors wishing to perpetuate their charitable giving to Saint Raphael's may direct donations of any size to any one of several endowment funds currently in place at the Saint Raphael Foundation, or they may establish named funds with a gift of \$5,000 or more. Gifts may be restricted to a special purpose or earmarked to meet the general needs of the Saint Raphael Foundation in its work on behalf of the Hospital of Saint Raphael and Saint Regis, the Saint Raphael nursing home. All gifts of endowment are invested to ensure regular interest income which is distributed annually or as directed by the donor. Principal remains intact to generate ongoing support. For more information about endowment giving, contact the Saint Raphael Foundation at 789-3242.

### Named Endowment Funds

**Florence & Biagio Anthony Abbatello Fund:** Established in October 1992 for the benefit of children who are patients of the Hospital, by a \$20,000 bequest of Florence Abbatello.

**Clinical Pastoral Care Fund:** Established in 1987 for the Hospital's pastoral care training program, with gifts of \$5,330 from various donors.

**Employees Tuberculosis Relief Association of New Haven, CT, Inc. Fund:** Established in 1979 for the purchase of equipment to treat pulmonary disease and for pulmonary research and education, with a gift of \$116,000.

**Hendrick Charitable Trust:** Established in 1978 for coronary care, respiratory care, and alcohol treatment, by a \$2,965 bequest of Hobert and Mary Hendrick.

**Irving Orthopedic Fund:** Established in 1991 to improve operating conditions for orthopedic surgery at the Hospital, with a gift of \$5,000 from Dr. John F. Irving.

**Mrs. C. T. Lee Fund:** Established in 1989 for annual education to encourage a better understanding of the healing ministry of Christ, with a gift of \$25,000 from Dr. Keat-Jin Lee in memory of his mother.

**Santa Maria Assunta Fund:** Established in 1983 for unrestricted purposes of the Foundation, with a gift of \$40,000 from the Santa Maria Assunta Society of Woodbridge, Inc.

**Joseph A. Weibel Fund:** Established in 1978 for the general purposes of the Hospital, by a \$25,000 bequest of Joseph A. Weibel.

**Clarence & Lillian Westerberg Fund:** Established in 1990 for indigent care, by a \$100,000 bequest of Clarence Westerberg.

**Sharon White Memorial Fund:** Established in 1985 for pediatric cardiac care, with a gift of \$5,000 from the Sharon White Foundation.



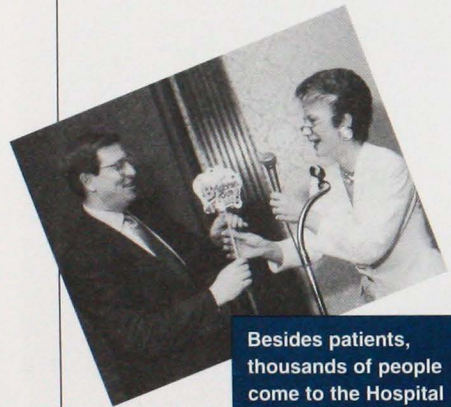
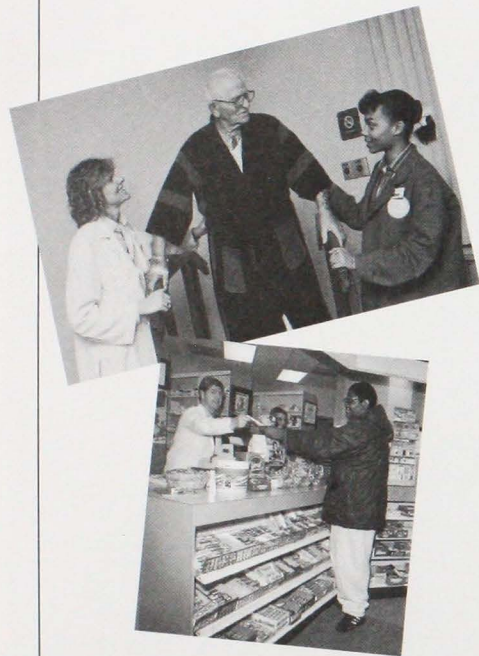
Gathering with friends, volunteers, and donors on a bright 1994 spring morning to dedicate the Father Michael J. McGivney Center for Cancer Care are Sister Anne Virginie, Most Rev. Daniel A. Cronin of the Archdiocese of Hartford, Jim Cullen, Mrs. Virgil Dechant, Knights of Columbus Supreme Knight Virgil Dechant, and Msgr. Daniel Plocharczyk. The Campaign for Cancer Care, chaired by Robert J. Lyons, raised more than \$9 million in support of the Center.



## Key Statistics for the Saint Raphael Healthcare System

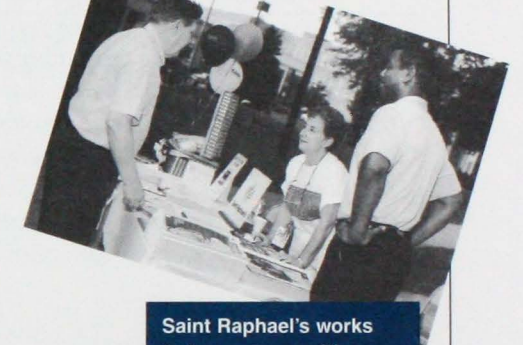
Saint Raphael's remains one of the busiest healthcare providers in Connecticut. These statistics will give you a sense of the people, procedures, programs and services which make up the Saint Raphael Healthcare System.

| Significant Statistics   | 1994    | 1993    | % Change |
|--|---------|---------|----------|
| <b>Health Promotion</b>  |         |         |          |
| Number of Participants in Programs                               | 10,000  | NA      |          |
| <b>Hospital of Saint Raphael</b>                                 |         |         |          |
| Discharges (Totals)  | 21,621  | 21,303  | 1.5      |
| Patient Days (Totals)  | 161,835 | 160,595 | 0.8      |
| Governmental Average Length of Stay                              | 9.1     | 9.4     | -3.3     |
| Nongovernmental Average Length of Stay                           | 5.3     | 5.5     | -3.8     |
| Occupancy % (Total)  | 86.4    | 86.1    | 0.3      |
| Open Heart Procedures  | 1,016   | 1,036   | -2.0     |
| Cardiac Catheterizations   | 2,166   | 2,056   | 5.4      |
| Angioplasties  | 940     | 884     | 6.3      |
| Outpatient Clinic Visits   | 44,903  | 37,810  | 18.8     |
| • Project MotherCare   |         |         |          |
| – Patients Seen  | 3,324   | 3,270   | 1.7      |
| – Procedures Performed   | 13,881  | 10,263  | 35.3     |
| • Project ElderCare  |         |         |          |
| – Patients Seen  | 834     | 747     | 11.6     |
| Emergency Room Visits  | 47,303  | 47,256  | 0.1      |
| Full-time Equivalent Employees (FTE's)                           | 2,811   | 2,797   | 0.5      |
| Case Mix Index   | 1.42    | 1.40    | 1.4      |
| Equivalent Discharges  | 26,473  | 25,822  | 2.5      |
| Medical Students (Housestaff)                                    | 120     | 113     | 6.2      |
| Medical and Affiliated Staff                                     | 1,027   | 980     | 4.8      |
| Graduate Medical Education Dollars per Medical Education Student | 35,554  | 34,343  | 3.5      |
| CareCard Members   | 4,208   | 3,154   | 33.4     |
| Need-A-Physician? Calls  | 3,907   | 4,068   | -4.1     |
| Volunteers   |         |         |          |
| • Hours Donated  | 85,000  | 84,000  | 1.2      |
| • Number of Volunteers   | 692     | 600     | 15.3     |



Besides patients, thousands of people come to the Hospital campus to serve as volunteers; use the full-service Better Health Pharmacy; and work as Auxiliaries to raise funds for programs.

| Significant Statistics                  | 1994      | 1993      | % Change |
|---|-----------|-----------|----------|
| <b>Scholarships</b>                     |           |           |          |
| Neighborhood Residents                  | 2         | 2         |          |
| Minority Nursing Students               | 2         | 2         |          |
| Geraldine Michaels (healthcare careers) | 2         | 2         |          |
| <b>Saint Regis Health Center</b>        |           |           |          |
| Patient Days (Totals)                   | 45,348    | 45,495    | -0.3     |
| Occupancy % (Total)                     | 99.39     | 99.72     | -0.3     |
| <b>Donations</b>                        |           |           |          |
| Total Gifts/Pledges                     | 3,604,293 | 2,629,327 | 37.1     |
| Gifts to Saint Regis                    | 111,000   | 100,000   | 11.0     |
| Grants                                  | 1,000,000 | NA        |          |
| Trusts/estate gifts                     | 220,702   | 80,589    | 173.9    |
| <b>Occupational Health Plus</b>         |           |           |          |
| Participating companies                 | 323       | 249       | 29.7     |
| Number of employees participating       | 35,000    | 30,000    | 16.7     |
| <b>Better Health Magazine</b>           |           |           |          |
| Circulation                             | 147,272   | 116,621   | 26.3     |
| <b>Better Health Pharmacy</b>           |           |           |          |
| Prescriptions                           | 50,827    | 55,427    | -9.1     |



Saint Raphael's works to keep communities healthy through Project ElderCare clinics; CareCard programs for people over 55; and health and wellness information in Better Health magazine.





## Financial Performance for the Saint Raphael Healthcare System, Inc.

### 1994 Operating Highlights

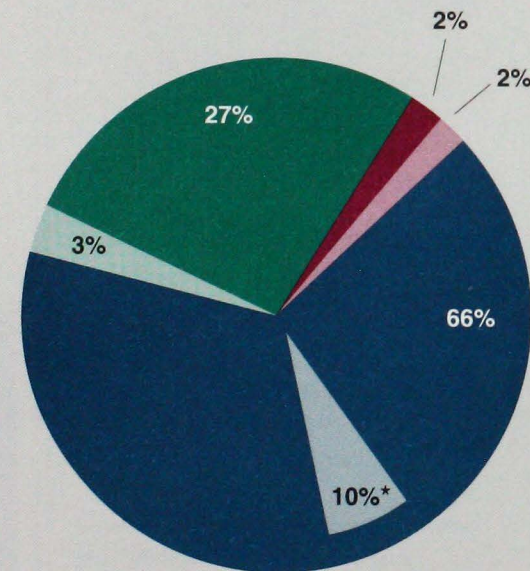
(Dollars in thousands)

|            | Hospital of Saint Raphael** | Saint Regis Health Center* | Saint Raphael Foundation | Seton Real Estate | Xavier Services | DePaul Health Services | Others | Total System 1994 | Total System 1993 |
|------------|-----------------------------|----------------------------|--------------------------|-------------------|-----------------|------------------------|--------|-------------------|-------------------|
| Revenues   | \$ 254,841                  | \$ 6,744                   | \$ 3,422                 | \$ 3,139          | \$ 1,806        | \$ 903                 | \$ 454 | \$ 271,309        | \$ 242,294        |
| Expenses   | (249,732)                   | (7,616)                    | (892)                    | (2,926)           | (1,730)         | (96)                   | (68)   | 263,060           | (235,839)         |
| Net Income | \$ 5,109                    | \$ (872)                   | \$ 2,530                 | \$ 213            | \$ 76           | \$ 807                 | \$ 386 | \$ 8,249          | \$ 6,455          |

\* Priority admissions to Saint Regis from the Hospital provide financial benefits to the Hospital of approximately \$732,000.  
 \*\* Before extraordinary costs of debt refinancing and required adoption of new accounting rule.

### 1994 Uses of Revenue

- Net Income, \$8,249,000
- Operating Expenses, \$263,060,000
- Social Accountability\*, \$27,807,557 (equivalent dollars)
- Medical Education, \$13,151,000
- Medicare/Medicaid Shortfall, \$106,507,000
- Uncompensated Care, \$7,611,429



## Our Commitment to Our Vision for Better Health: Social Accountability Report for 1994

The Saint Raphael Healthcare System's commitment to the better health of all members of our society, including the underserved, the poor and the elderly, is motivated by the values of charity, justice and stewardship of our founders and sponsors, the Sisters of Charity of Saint Elizabeth. Our daily fulfillment of these values is referred to as "social accountability."

Our commitment to the community is clear: the Saint Raphael Healthcare System dedicated the equivalent of 10 percent of its operating expenses towards social accountability activities in 1994.

Each year, the Hospital of Saint Raphael and Saint Regis Health Center, the two largest entities in the System, complete the Catholic Health Association's Social Accountability Inventory to document Saint Raphael's commitment to its mission to serve those in need by providing healthcare services and other programs to benefit the community. There are three main components to our social accountability survey.

### Charity care versus bad debt

First, the Hospital and Saint Regis provide charity care to income eligible patients.

It is important to note the distinction between charity care and bad debt. Bad debt is the result of a patient's unwillingness to pay for the care he/she has received, whereas a patient who demonstrates an inability to pay receives charity care. Charity care is only that portion of service for which the patient is financially responsible and is unable to pay.

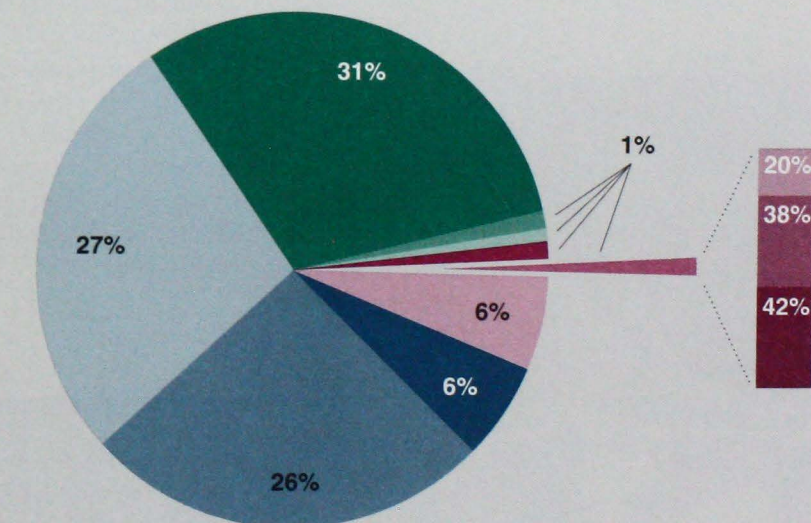
The Hospital of Saint Raphael considers many factors when determining whether or not a patient qualifies for charity care, including the patient's income, net worth, employment status, family size, financial obligations, healthcare service needs and other sources of payment. In 1994, the Hospital provided \$7,611,429 in charity care to patients meeting this criteria.

In addition, the Hospital and Saint Regis experienced a \$8,493,500 shortfall reflecting the gap between what

### 1994 Social Accountability Activities

Equivalent to \$27,807,557

- Reimbursable Clinical Services Shortfall, \$8,493,500
- HSR Volunteers, \$116,231
- Education and Training, \$141,393
- Governance, \$155,469
- Employee Volunteer Time, \$466,933
- Community Service, \$95,949
- Health Promotions \$176,212
- Leadership and Facilitating Role, \$194,772
- Non-Reimbursable Clinical Services, \$1,690,756
- Donations, \$1,725,323
- Philanthropy, \$7,406,523
- Charity Care, \$7,611,429





## Social Accountability Report for 1994 (continued)

some payers, such as insurance companies, reimbursed these institutions and the actual cost of the care received.

### A 24-hour emergency room

Second, the Hospital of Saint Raphael staffs an open emergency room which treats and admits patients regardless of their ability to pay. In 1994, Saint Raphael's Emergency Department registered 47,330 patient visits; \$936,646 in charity care of the Hospital's total \$7 million was provided to Emergency Department patients.

### Documented community commitment

Third, the Saint Raphael Healthcare System's commitment to the community was also evidenced in more than \$20 million equivalent dollars dedicated to community benefit programs and services. "Equivalent dollars" is composed of contributions made by cash, donations and in-kind services. These included donations of medical supplies and equipment, charity care, non-reimbursable clinical services, employee volunteer time spent in health promotion and community service, scholarships, employee contributions to local agencies, and education and training.

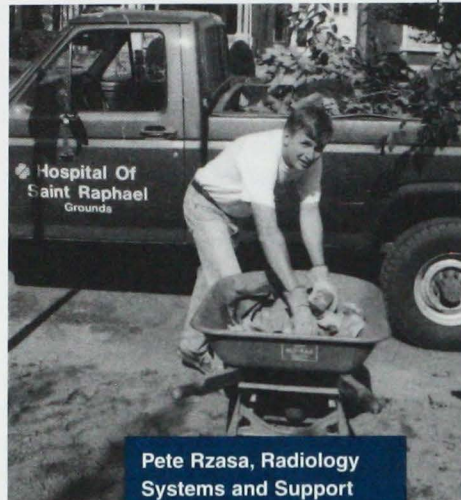
This community commitment extended far beyond New Haven. Through our participation in the New Haven/Leon Sister City Project, Saint Raphael's sent medical supplies to Nicaragua in 1994. Additional supplies

were sent to Africa and to a Maryland health clinic for migrant workers that is sponsored by the Sisters of Charity.

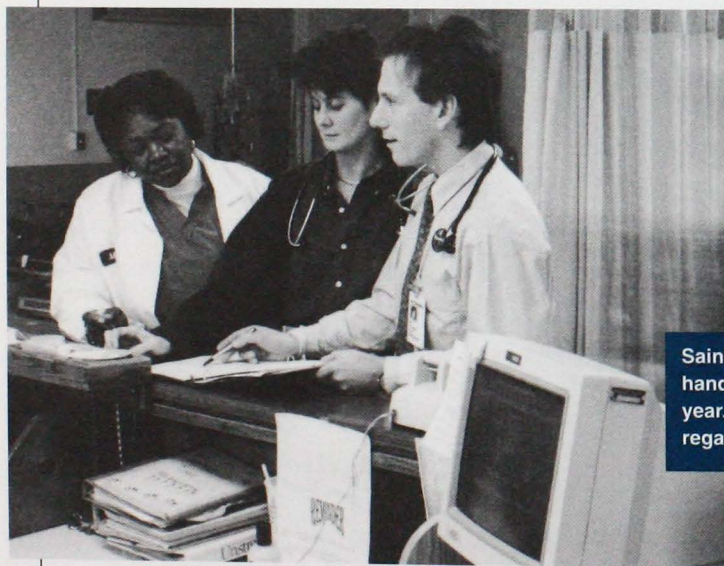
### Medical education

While medical education expenses are included in Medicare reimbursement payments and are not officially part of social accountability, Saint Raphael's additional financial and time commitments in this area reflect its dedication to excellence in care and to the training of the medical professionals of tomorrow. Saint Raphael's spent \$13,151,000 on medical education in 1994, training 1,322 students from 49 different healthcare programs and 39 different area schools. In addition, 17 medical publications were authored by the Hospital's clinical and professional staff this year.

In summary, the Saint Raphael Healthcare System contributed more financial resources to the community as a tax-exempt organization than it would if it were taxed. Saint Raphael's conservatively contributed \$18.53 equivalent dollars to fulfilling its caring ministry for every \$1 of potential federal tax obligation. Saint Raphael's remains committed to helping those in need and to providing for the better health of this community.



Pete Rzasa, Radiology Systems and Support Services manager, is among the many Saint Raphael employees who volunteer their time to beautify the surrounding neighborhood.



Saint Raphael's 24-hour Emergency Department handles more than 47,000 patient visits each year. The department treats and admits patients regardless of their ability to pay.

## Thank You

*The Saint Raphael Foundation wishes to extend its sincere thanks to all who contributed so generously to Saint Raphael's this year.*

*Should you wish to perpetuate your support through a bequest or planned gift, we would be pleased to discuss various ways to help you meet your objectives while also providing future financial support for our institution.*

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The Saint Raphael Healthcare System 1994 Annual Report is produced by the Saint Raphael Public Relations Division. For additional copies, call (203) 789-3509.





**Saint Raphael  
Healthcare System**

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