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Saint Raphael's Report to the Community, 1988

Saint Raphael Healthcare System

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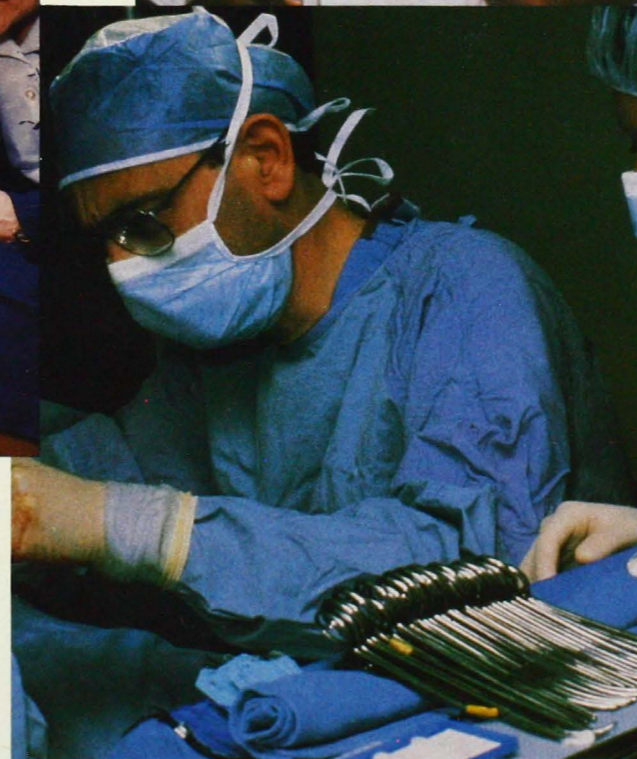
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WONDER

1998



Saint Raphael's
Report to the
Community

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"Wonder" Pages 1-4

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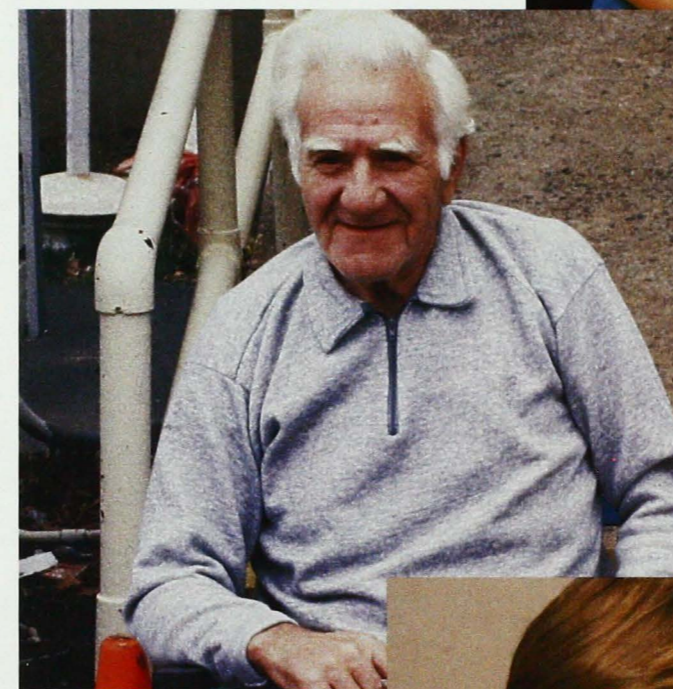
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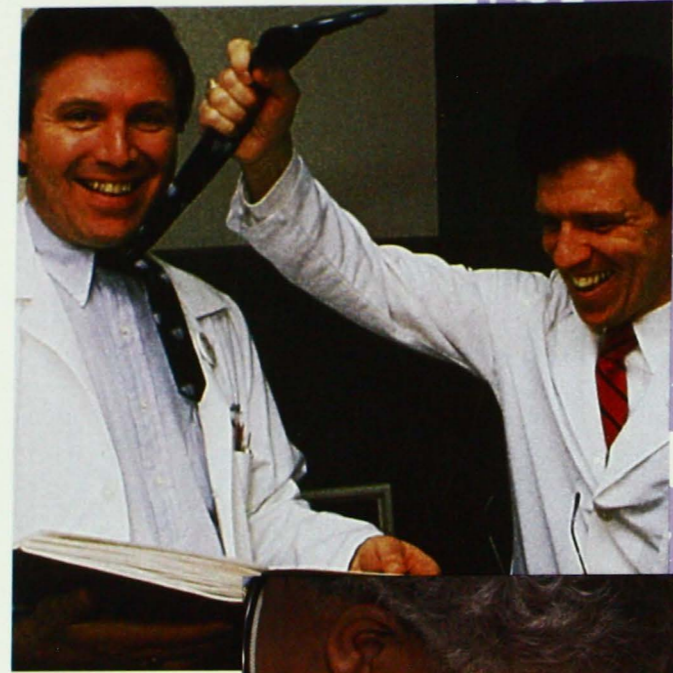
WONDER

*Every human
 heartbeat
 affirms the
 wonder
 of life.*



From the miracle of a newly born child yet to experience the magic and mystery of his surroundings, to the richness of an elderly face lined with laughter and love, sorrow and suffering. Every life — every person — represents our unique human capacity to love, to nurture, to seek, to understand. But what is it that enables us to serve and heal one another? Simply this: God's love is embodied in every human person; young, old, black, white, rich, poor, sick, able, born, unborn.

*Relationships...
friendships...
a wonder.*



*Consider
the human
mind.*



Human relationships are the stuff of a rich life, delighting us with love, disappointing us with loss.

In friendship we learn to give of ourselves toward a common cause. We stretch — physically, emotionally and spiritually — to enhance the community we all share. Often, we discover our capacity to sacrifice in the name of loving concern... a human trait exemplified by Christ Himself. In friendship with one another, we carry out a ministry of healing... Christ's ministry... spreading His friendship to people in need.



A computer within each person with power to absorb and expand upon the talents of others... creating the limitless potential of collaboration. Our ability to think, reason, imagine and apply complex medical technology enables us to save and enhance countless lives. Still, though we depend upon the instruments of our time, we are mindful of the creative force behind our machines... God's inspiration that empowers us to heal one another. All our tools would be useless without the desire to serve and comfort others. But with that desire, and with our tools, we conquer pain and suffering. Such is wonder.

Each day,
we are
challenged
to rise above
fear and pain,
inertia
and apathy.



We are compelled to act on behalf of those who suffer, and to prevent suffering through foresight, education and growth. Since 1907, when four Sisters of Charity of Saint Elizabeth journeyed to New Haven to give of themselves to a community in need, a ministry of healing has moved within our halls. Today, with their guidance, we give freely the gift of our own spirituality, regardless of the confines of our separate faiths. What we bring to our work is ourselves... the wonder of our very lives.

1988: A Wonder-filled Year
A Message from Sister Anne Virginie
President, Saint Raphael Corporation

People frequently ask me how a multi-faceted organization like the Saint Raphael Corporation fulfills our mission to provide health care to our community, especially the poor and disenfranchised. After all, they say, a corporation is often perceived to be cold and impersonal. It does not seem to reflect our role in the Catholic health care ministry.

In fact, our mission was essential to the creation of the Saint Raphael Corporation more than three years ago. A new not-for-profit and tax-exempt organization was created to be the "umbrella" for the Hospital and other closely allied but autonomous entities. Most are not-for-profit, only a few for-profit.

The idea was, and still is, to allow the Hospital to focus attention on its most important objective, patient care. Meanwhile, other affiliates concentrate on priorities and goals related to our mission but not directly to the patient care provided in a hospital. Ideally, both functions get the increased attention they deserve.

Have we succeeded? You can judge for yourself from the reports on ensuing pages. From my perspective, we faced three major challenges last year. The first was to rebuild a management team shaken the year before by the death of Hospital President Robert Beeman. We delighted in the recruitment of a gifted new team captain, Daniel Rissing, as Hospital President and Executive Vice President of the Saint Raphael Corporation. Dan's report is on page 9.



We integrated into the Saint Raphael community the former Regis Multi-Health Center, acquired on December 23, 1987, and renamed "Saint Regis Health Center." The results, reported on page 32, speak for themselves.

Finally, we face a future clouded by factors we do not control. From Hartford to Washington, public policy decisions have enormous effect on how the sick are cared for in our society. Meanwhile, society's challenges mount—from the greying of America to the AIDS crisis—and we and other health care providers are looked to for answers.

In the face of these challenges, we have been fortunate to have the guidance and leadership of many dedicated board members whose names are listed throughout this report. Their service and support is invaluable.

Throughout the Saint Raphael community, a dedicated group of 2,600 full- and part-time employees strives daily to meet these challenges. Their faces pictured on the pages to follow, create the tapestry of who we are, woven together by the greatest power of all . . . God's love. These people, who embody our healing ministry, tell all there is to know about 1988, a wonder-filled year at Saint Raphael's.

Saint Raphael Corporation ■ Board of Trustees ■ 1988

- Sister Mary Canavan, General Superior
Sisters of Charity of Saint Elizabeth
Chairperson
- Sister Anne Virginie, President
Saint Raphael Corporation
President/Treasurer
- Sister Rosemary Smith, Assistant General Superior
Sisters of Charity of Saint Elizabeth
Secretary
- Sister Grace Reape, Provincial Superior
Sisters of Charity of Saint Elizabeth
Assistant Secretary/Assistant Treasurer
- Sister Louise Anthony, Former Administrator
Hospital of Saint Raphael
- Robert Behan, Executive Vice President
Connecticut Bank and Trust
- Joseph R. Blumberg, President
Blumberg, Whitten and Sherry, Inc.

- John Crawford
Sachem Consulting Group
- Rt. Rev. Msgr. Francis A. Fries
Retired
- Sister Barbara Garland, Executive Director
Archbishop's Fund for Sisters
- Attorney John Hogan
Hogan, Evans, Baldwin, Rini, Yost & Mednick
- Fred Mancheski, Chairman
Echlin, Inc.
- Terry O. Oulundsen, Vice President/Regional Activities
Southern New England Telephone
- Most Rev. John F. Whealon, D.D., Archbishop
Archdiocese of Hartford
- Attorney Mario Zangari
Siegel, O'Connor, Schiff, Zangari & Kainen, P.C.

Evaluation. Identification. Creativity. Innovation. Response.

These words characterize the activities of the Saint Raphael Corporation, the umbrella for a growing, dynamic, regional health care system. Every project undertaken by Saint Raphael's is aimed at solving a specific problem or filling a specific need.

A strategic plan, developed at the inception of the Saint Raphael Corporation, has guided its actions since 1986. That plan includes major undertakings within the hospital as well as evolving projects within the greater community. During the past year, elements of that plan were fulfilled as the Corporation focused its energy on the needs of the elderly.



Saint Regis Health Center, a 125-bed skilled nursing facility, was purchased for \$3 million in December, 1987. This well-established facility adjacent to the Saint Raphael campus broadens the scope of our presence in the community both figuratively and literally.

Further demonstrating commitment to the elderly is our involvement in Halecroft of Cheshire, a continuing care retirement community slated for construction by Capone Development Associates over the next two years. Halecroft will provide different levels of independence for seniors in 155 units, along with a 60-bed nursing facility. Halecroft also will stress preventive medicine, with wellness programs for active senior residents.

Early on, the Saint Raphael Corporation recognized the need to find new, cost-effective ways to care for patients. For example, post-surgical patients in good health needn't have the expense of more hospitalization when they could rest comfortably in a well-equipped, conveniently located, luxury hotel, less expensive than

a hospital. A *medical hotel* will provide hotel-style comforts like room service with the added security of round-the-clock emergency medical technicians. In addition, such a facility within the city's "medical neighborhood" will allow physicians to call on their recovering patients at least daily.

In 1986, we joined with a progressive group of local physicians to develop just such a medical hotel. The state Commission on Hospitals and Health Care (CHHC) responded to the idea by approving a Certificate of Need in August, 1987, which has been extended to accommodate a complex real estate transaction. In 1989, look for news of a groundbreaking in downtown New Haven and a target date for completion.

For news about another successful partnership between local doctors and Saint Raphael's, see the story on page 7 on Saint Raphael's Magnetic Resonance Center.

Another strategic direction outlined by the Saint Raphael Corporation is enhancing our capacity to serve cancer patients throughout our region with the construction of a new, freestanding Saint Raphael Cancer Center. This modern treatment center will house the many programs and services already offered to cancer patients and their families, along with updated radiologic equipment and spacious education facilities.

At an estimated cost of more than \$8.5 million, the Cancer Center will consolidate in one location and expand Saint Raphael's radiation therapy and outpatient cancer treatment programs. In addition, services such as counseling and support groups and oncologists' offices will be centered there. At year's end, the Certificate of Need for the Cancer Center was being finalized for review by the CHHC.

Not all of our projects advance the cause of medical science, but still are important to the people we serve. A good example is the Saint Raphael parking garage, a \$4 million, 500-space enclosed parking structure on Orchard Street, across from the Orchard Medical Center and the Hospital emergency entrance. Since its completion in 1987, parking for staff, patients and visitors is more convenient.

Another vital issue at Saint Raphael's is child care. We strongly support the family values of our "family," so during the past year our Child Care Center expanded to accommodate more children—and more working



mothers. In fact, women make up 75 percent of our workforce, and competent, reliable child care has emerged as a critical factor in many employee decisions to work here. Total enrollment in the Child Care Center is 78, including 38 at the pre-school center located behind Saint Regis (19 full-time), and 40 at the infant-toddler center housed in the Convent (30 full-time).

Along with these projects, the Saint Raphael Corporation acts as a conduit to other health care systems. During the past year our ability to serve patients and the community was enhanced by our association with the Yankee Alliance, providing access to American Healthcare Systems, the nation's largest, not-for-profit multi-hospital system. As a member of Yankee Alliance, we also realized savings through a joint purchasing program.

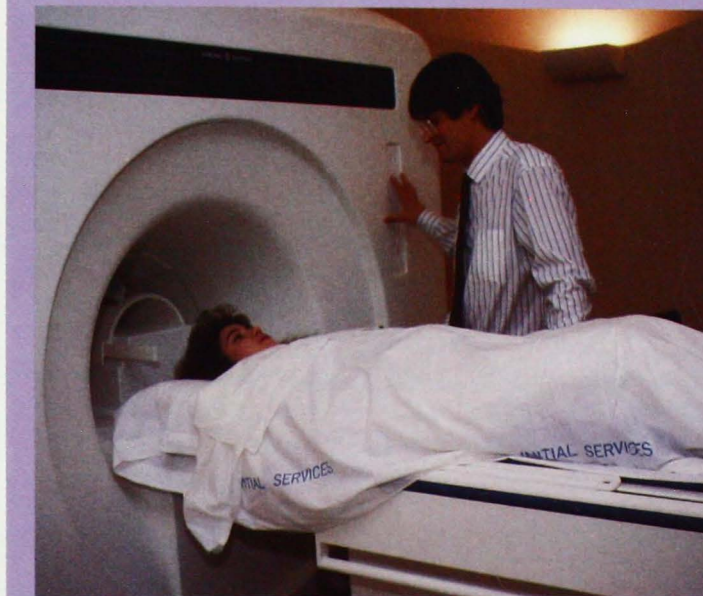
Membership in the Northeast Hospital Network (NHN) opened the door to NHN's temporary nursing agency, offering Saint Raphael's and other members staffing relief when necessary. And we achieved savings on employee health care benefits by working with other NHN members, our medical staff and Blue Cross & Blue Shield of Connecticut to establish Alliance for Health, a preferred provider program.

The strategic plan that has guided our activities thus far is not a static document gathering dust on a shelf. Rather, it is a dynamic framework with objectives that respond to the changes in our society, our economy, our political system and our scientific community. What does *not* change is our philosophy; our belief in the dignity of all people and our desire to serve them the best way we can.

Saint Raphael's Magnetic Resonance Center: A Successful Partnership

Magnetic resonance imaging is among the newest and most effective means of diagnosis. MRI already is replacing other diagnostic tests for many diseases, and it has become the procedure of choice for evaluating most abnormalities of the brain and spinal cord.

The benefits of MRI are wondrous, but until recently, greater New Haven experienced a shortage of MRI availability. While other health care facilities in the community had MRI technology, the need for additional services became critical.



To fill that need, a new partnership was formed between a group of Saint Raphael radiologists and DePaul Health Services Corporation, a not-for-profit Saint Raphael affiliate. The objective: enhance the area's diagnostic services by placing a magnetic resonance center on the Saint Raphael campus.

The cost of the project was significant—the equipment alone cost over \$2 million. But the result has been equally significant. In the first five months of operation, the Magnetic Resonance Center completed 900 studies on 870 patients, a rate 22 percent higher than projections. By December, 1988, the number of studies rose to 45 percent higher than projected. To accommodate the rate of referrals, the equipment is scheduled for use 12 hours per day.

The *real* winners in this partnership are the patients and physicians who benefit from this wondrous medical technology daily.

The Saint Raphael Corporation • Year in Review

DePaul Health Services Corporation • Board of Trustees • 1988

- Sister Anne Virginie, President
Saint Raphael Corporation
President/Treasurer
- Donald P. Calcagnini, President
American National Bank
Secretary
- Antonio Perez, Ph.D., President
South Central Community College

Xavier Corporation • Board of Directors • 1988

- Sister Anne Virginie, President
Saint Raphael Corporation
President
- Terry Oulundsen, Vice President/Regional Activities
Southern New England Telephone
Secretary
- Attorney Gary Ginsberg
Ginsberg, Ginsburg and Alderman

Better Health Pharmacy • Board of Directors • 1988

- James Cullen, Chief Operating Officer
Saint Raphael Corporation
President
- Samuel Bobrow, M.D., Attending Physician
Hospital of Saint Raphael
- Paul Scopac

Seton Communications, Inc. • Board of Directors • 1988

- Paul Taylor, Corporate Vice President
Saint Raphael Corporation
President and Chief Executive Officer
- Terry Oulundsen, Vice President/Regional Activities
Southern New England Telephone
Secretary/Treasurer
- James Cullen, Corporate Vice President
Saint Raphael Corporation
- Sister Anne Virginie, President
Saint Raphael Corporation

Seton Real Estate, Inc. • Board of Trustees • 1988

- Sister Anne Virginie, President
Saint Raphael Corporation
President
- Barbara L. Pearce, President
H. Pearce Company
Secretary
- Fred R. Maretz
Levey, Miller, Maretz Realtors
- James Cullen, Chief Operating Officer
Saint Raphael Corporation

The Wonder of Commitment A Message from Dan Rissing President, Hospital of Saint Raphael

Shortly after I arrived at Saint Raphael's in August, 1988, I realized I had come at an exciting time in the life of this institution. From our outward appearance to the breakthrough medical advancements happening inside, Saint Raphael's made great progress.

This annual report will tell you about that progress, complete with all the numbers and facts that quantify our success. What cannot be quantified is the impact of our people, our greatest asset. The individuals who comprise the Saint Raphael family are highly trained, creative and intelligent professionals who are here to make a difference in the lives of those they serve. Their commitment and compassion were the most important factors in my decision to join Saint Raphael's.

Unfortunately, there isn't room in an annual report to tell you about the individual achievements of 2,600 employees, 750 physicians and 700 volunteers and Auxiliaries. But the sheer number of people working in concert for the benefit of their community tells you something about the magnitude of their mission. More importantly, they willingly serve *all* our patients and patients' families, regardless of their ability to pay.

Hospital of Saint Raphael • Board of Trustees • 1988

- Donald P. Calcagnini, President
American National Bank
Chairperson
- Daniel J. Rissing, President
Hospital of Saint Raphael
President
- Sister Grace Reape, Provincial Superior
Sisters of Charity of Saint Elizabeth
Assistant Treasurer/Assistant Secretary
- Sister Rosemary Smith, Assistant General Superior
Sisters of Charity of Saint Elizabeth
Secretary
- Francis Adams, Senior Resident Vice President
Merrill Lynch
- Sister Barbara Aires, Provincial Counselor
Sisters of Charity of Saint Elizabeth
- Rev. Robert L. Beloin, Co-pastor
Saint Barnabas Church
- Sister Mary Canavan, General Superior
Sisters of Charity of Saint Elizabeth
- Kenneth A. Ciardiello, M.D., Attending Physician
Hospital of Saint Raphael



The Saint Raphael family faces some formidable challenges in the year ahead. Together, we must continue to provide high quality care despite cuts in government reimbursement, a tightly regulated state health care system, a shrinking labor market, a need for more sophisticated technical equipment and a growing number of patients who face ever more serious illnesses. What's called for is continued responsible financial management and enhanced efficiencies.

Still, that doesn't mean we plan to compromise our reputation for gentle, personal care. Our vision of the future is built on our spirit of caring. At Saint Raphael's, decisions are made with one question in mind: What impact will this action have on the present and future care of those we serve? Ultimately, we believe what's good for our patients is good for Saint Raphael's.

- Lucien DiMeo, Developer
- Earl W. Fraser, Jr., Executive Director
Urban League of Greater New Haven, Inc.
- Rt. Rev. Msgr. Francis A. Fries
Retired
- Shelby Galloway, M.D., President
Hospital of Saint Raphael Medical Staff
- Attorney Gary Ginsberg
Ginsberg, Ginsburg and Alderman
- Isaac Goodrich, M.D., Attending Physician
Hospital of Saint Raphael
- Robert Miller, President
Bonded Technology, Inc.
- Barbara L. Pearce, President
H. Pearce Company
- Jack Tatigian, Senior Vice President
Cadbury USA
- Sister Anne Virginie, President
Saint Raphael Corporation
- Sister Margaret Welch, Director of Corporate Affairs
Sisters of Charity of Saint Elizabeth
- Most Rev. John F. Whealon, D.D., Archbishop
Archdiocese of Hartford

The highlight of 1988 was a celebration of our \$33 million building and modernization program, which provides our patients, employees and doctors with more modern and comfortable surroundings.

We continued to fulfill our mission to reach out to our community through programs like our Infant Apnea Center, cardiac and pulmonary rehabilitation programs, Teen Health and Senior services and a new Infectious Disease clinic. And we made our vision a reality with additional facilities for cardio-thoracic and laser surgery.

Naturally, the kinds of services and improvements we have undertaken have a cost. We continue to grapple

with tighter finances and more regulation, all the while serving sicker patients who need more—and more expensive—care. If we seem more “businesslike,” we simply must be: consider that it costs nearly \$400,000 just to open our doors each day, 365 days a year.

Yet, these financial issues are never the most important story to tell in Saint Raphael’s annual report. In a hospital, life and death are the issues of the day, and the quality of life can be improved with the touch of a laser beam or the warmth of a smile. Hospitals are about people, and as you’re about to read, the people at Saint Raphael’s are something special . . .



Dr. Coppola makes split-second decisions that save lives

A young New Haven man, the victim of multiple stab wounds, took one last gasp. His heart stopped. The Saint Raphael emergency room trauma team sprang into action. Dr. Anthony Coppola pierced the man’s chest to insert a drainage tube. Almost instinctively, he decided to cut along the entire length of the seventh rib, spreading the ribs and exposing the man’s heart. Punctured twice, it was being strangled by a massive blood clot. Thrusting his hands into the chest cavity, the doctor clamped the two holes, cradled the heart in his hands and massaged it back to life. After five minutes, it began beating on its own.



Mary Falek is a “senior” volunteer

A van approaches the Saint Raphael emergency entrance. But the passenger, 87-year-old Mary Falek, doesn’t emerge on a stretcher. Instead, she leans on her walker and ambles toward the hospital’s Public Information office, where she volunteers her time clipping medical news. Mary is one of the most “senior” of Saint Raphael’s volunteer corps—and she also is one of the most determined. Despite a health setback, Mary hasn’t given up volunteering. “It takes a little effort, but it’s worth it,” she says. “The mental exhilaration and the joy of meeting new friends is like therapy. It makes me feel wanted.”

Dr. Gruskay and the Infant Apnea team help families breathe easier

An alarm pierced the air—their baby had stopped breathing. Rather than panic, the parents responded quickly and methodically with CPR learned at Saint Raphael’s Infant Apnea Center. According to Dr. Jeffrey Gruskay, director of the Infant Apnea program, the monitor sensed an irregularity in the child’s breathing patterns and alerted the parents to act. For families of children with infantile apnea, which may be related to Sudden Infant Death Syndrome (SIDS) or “crib death,” the center, one of only three in the state, also can mean peace of mind. “We had all the staff’s phone numbers to call in case we had questions,” recalled Margaret Ottman, whose daughter was monitored. “Nothing happened, but it could have . . . the monitor did go off. It was well worth having because we rested so much easier.”

Greg Stanton puts love in the game of tennis

Greg Stanton is a tennis enthusiast who seldom has time for a volley. He’s too busy serving—but not with a racquet. By day, Greg is administrative coordinator of Saint Raphael’s Department of Surgery. But on his off hours Greg organizes the New Haven Youth Tennis Association. “I was raised in a public housing project, but I was fortunate to have volunteers organize sports opportunities. Unfortunately, tennis was too expensive for most inner city families,” Greg explains. In 1982 Greg started a tennis camp for inner city children that now serves 300.



Lynelle Abel and CareCard make membership count

“Wendy,” age 74, found herself in a dilapidated, unheated apartment in an unfamiliar city. All she had were her dignity and a plastic CareCard, evidence of her membership in Saint Raphael’s special program for seniors. Benefits of membership include a newsletter, health information programs, discounts and a hotline, which members can call for help with insurance forms,

transportation, referrals to home health care agencies—and even help finding suitable housing. When she got a call from Wendy, program coordinator Lynelle Abel went to work. “We got housing applications and helped her fill them out. We worked with a real estate agent and after a couple of months, she was settled into a senior housing project.”

Dr. Lee's research benefits women worldwide



Breast cancer can now be detected with a simpler, quicker and less expensive test developed by Saint Raphael pathologist Dr. Sin Hang Lee. "Eighty percent of my free time is devoted to research," Dr. Lee explains. "It is like music to me; it complements my life." Dr. Lee's passion for research began in his homeland of China, although as he explained, "You could not do original research in China at that time." Seeking greater freedom, the doctor and his wife crossed a river and a barbed wire enclosure to escape in 1961. Fortunately for the Chinese, Dr. Lee arranged to make the breast cancer test available there at low cost.

Charlene Morton finds harmony at Saint Raphael's

Music is Charlene Morton's first love. Not only does she play it, but she also teaches it. Unfortunately, until the past year, Charlene wasn't always able to hear what she was playing. "Many times I watched the bows of the cellos and basses move, but I just couldn't hear them," she recalled. Then the 45-year-old West Haven resident received a new bone conduction hearing

device at Saint Raphael's, the first general hospital in Connecticut to perform the procedure. "The beauty of the device is the quality of hearing it can bring back without requiring major surgery or cost," said Dr. Julian Henley, who conducted the surgery. Charlene's enthusiasm is more personal. "One of the most beautiful things is that I can hear harmony again."

Al Mushin heartily endorses TakeHeart

Quadruple bypass surgery left Al Mushin feeling that life was over. At 47, he had recovered from his procedure but couldn't shake a sense of malaise—until he enrolled in TakeHeart, Saint Raphael's cardiac rehabilitation program. The result? He lost weight, lowered his cholesterol level and gained a new lease on life. Al admits, "I don't know where I'd be without that program. I can't give them enough praise. Their first concern is the patient and they are constantly out there with you."



**The Saint Raphael Auxiliary:
80 Years of Service**

In 1908, 205 women formed a Ladies Aid Society to help a struggling 12-bed hospital in a converted residence. The relationship blossomed. Today, that early group of supporters has grown into a 700-member Auxiliary serving a 491-bed community-teaching hospital.

During the past year the Saint Raphael Auxiliary marked its 80th anniversary with plenty to celebrate. In addition to completing a five-year, \$500,000 pledge for the Hospital's expansion and renovation program, last year Auxilians raised \$100,000 for hospital equipment



No longer "for ladies only," the Auxiliary now includes men and hopes to recruit many more. The Auxiliary bylaws and dues schedule will be changed to read "couples" rather than "women." According to Auxiliary President Julie Giordano, "It's time we had more men in the Auxiliary."



through a variety of fundraising events including an auction, golf classic and boat trip. They also cut the ribbon on their Glass Door Gift Shop in the lobby of the new Sisters of Charity Center for Caring. Auxilians continued projects such as managing and staffing the Thrift shop, taking photos of newborns, and operating an art corridor in the Hospital, a monthly exhibit of local artists and photographers. All proceeds go to the Hospital.

Auxilians volunteer throughout the Hospital. "They continue to make a major contribution to the Hospital," affirmed Dorothy Ventriglio, director of Volunteer Services. For example, Auxiliary members have been involved in a new program within the Hospital's Surgical Intensive Care Unit. While patients are still in surgery, Auxilians act as liaisons between the patient's family and the medical staff, alleviating some of the stress felt by families and friends.

From emotional support to financial support, Auxilians respond to the Hospital's needs, helping Saint Raphael's respond to the needs of its community.

Auxiliary of The Hospital of Saint Raphael Board • October 1987–September 1988

- Julie Giordano, President
- Betty Shanley, President-Elect
- Grace Kelly, Vice-President
- Rita Fivek, Treasurer
- Eileen Scalesse, Secretary
- Muriel Butler, Assistant Secretary
- Celeste Asis, Assistant Treasurer
- Mary Zuccarelli, Gift Shop Treasurer
- Frieda Bua, Assistant Gift Shop Treasurer
- Patti Velleca, Past President
- Dorothy Ventriglio, Director of Volunteer Services
- Tess Riccitelli, Chairperson Emeritus, Gift Shop

ELECTED BOARD MEMBERS

- Marie Capobianco
- Lorraine Cronin
- Jo Farricielli
- Patricia Feinn
- Susan Hauser

- Ellen Highkin
- Beverly Morro
- Annette Proto
- Barbara Sette
- Ernestine Vegliante

APPOINTED MEMBERS OF THE BOARD

- Emily Andrew
- Linda DeDominicis
- Rachel DeGennaro
- Kathleen Delaney
- Joyce Lujic
- Judy Lynch
- Emily Mantilia
- Nancyanne O'Keefe
- Ann Piscitelli
- Jane Prete
- Corinne Schioppo
- Anita Svoboda

What's in a name?

When Saint Raphael employees use the expression "our hospital," it's not just a figure of speech. Employees not only helped pay for Saint Raphael's new three-level Sisters of Charity Center for Caring, they named it, too. The Center, the focal point of Saint Raphael's \$33 million expansion and renovation project, links together all hospital buildings and houses the spectacular new main lobby.

Hospital employees helped finance the building when they pledged \$300,000 to the Saint Raphael One For All Fund, a philanthropic fund financed by employees through payroll deductions and annual gifts. This generous donation to the Foundation's Campaign for the Future entitled employees to name the new building.

Priscilla Harnesk, a 1987-1988 One For All officer, explained the rationale for the name: "We chose this

combination of names from many employee suggestions because it symbolizes our heritage as well as employees' feelings for the Hospital today. Many employees felt the Sisters of Charity, as founders of Saint Raphael's, should be represented in the name. At the same time, the Hospital's mission of caring has been passed down from the founders to today's employees, and will be passed on into the future."

Aside from its major pledge to the building project, One For All annually provides funds to charities throughout Greater New Haven. Resources distributed to soup kitchens, homeless shelters, AIDS support programs, elderly day care centers and children's welfare organizations, among others, bring hope and help to area residents.

One For All Fund • Board of Directors and Officers • 1987-88

- Laraine Siefert, Management Engineer
President
- Priscilla Harnesk, Training Specialist
Educational Resource Center
Vice President
- Anthony Coco, Microbiologist
Pathology Department
Treasurer
- Linda Weston, Unit Clerk
Department of Nursing
Secretary
- Joy Balsamo, Outreach Coordinator
Department of Senior Services
- Elsie Clark, Secretary
Department of Environmental Services

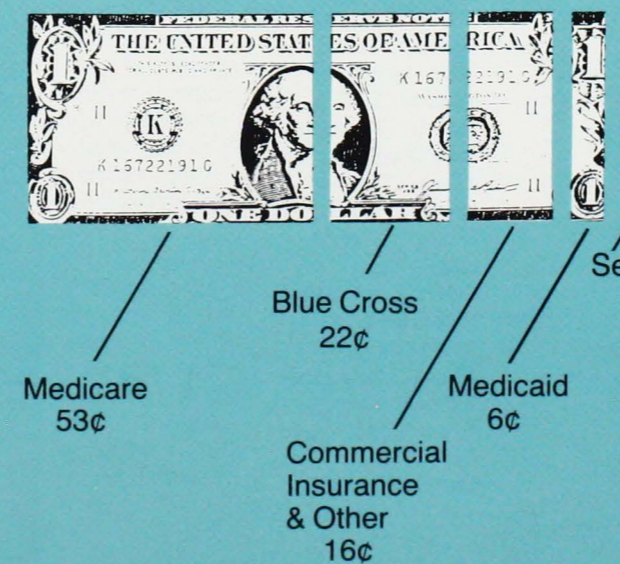
- Geraldine DeAngelis
Billing Department
- Kimberly Gensiecki, Public Information Specialist
Department of Public Information
- Maria Hanewald, Coordinator
Support Services Group
- Anne Koncevich, R.N., Staff Nurse
Outpatient Clinic
- Carmel Limoncelli, L.P.N., Staff Nurse
Children's Psychiatric Emergency Services
- Eileen Scalesse, Assistant Manager
Admitting & Business
- Rev. David Walker, Director
Department of Pastoral Care

Hospital of Saint Raphael • Financial Highlights • Fiscal Year Ending September 30, 1988

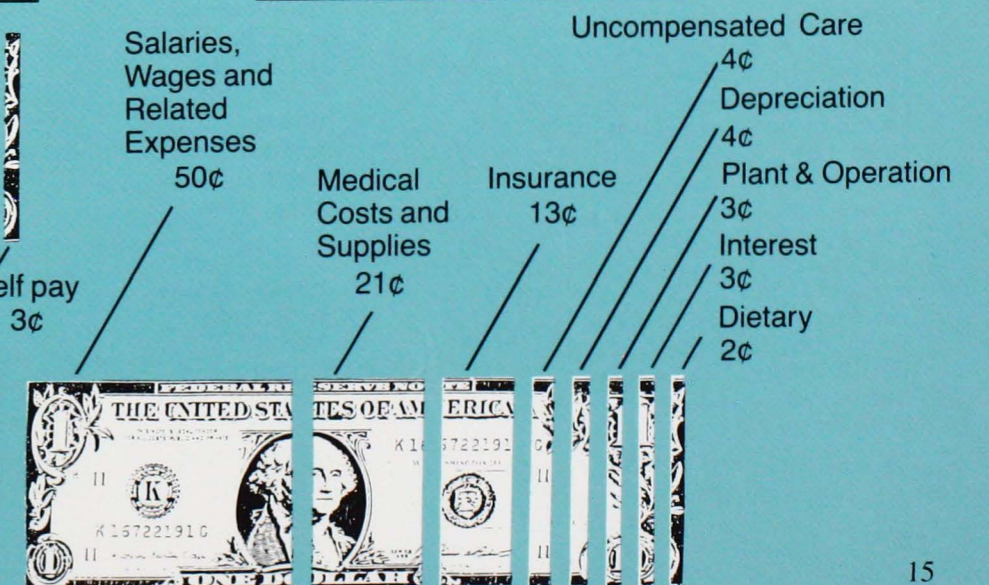
Selected statistics	1988	1987	Trend	Comment
Average daily census	386	380	+	Demand up despite increased shortage of nursing and allied health professionals.
Total admissions*	17,234	16,582	+	Maternity up 15%
Total patient days of care*	141,538	138,537	+	
Length of stay*	8.2	8.3	+	Constant in spite of increased intensity of illness
Emergency patients	42,835	42,011	=	Up slightly. High demand in local area.
Outpatient surgery	5,588	5,021	+	Better for consumers and hospital. Reduces hospital stays.
Number of employees	2,123	1,967	+	Sicker patients require more staff. Also, more support staff allows nurses to do what they do best—nurse!
Consolidated balance sheet (\$000 omitted)				
Current assets	\$28,850	\$26,529	+	Dollars to be collected. Increasing due to lag in payment time from government and third party payors.
Property plant and equipment, net	62,713	51,812	+	Investing in our future.
Other assets	1,598	1,000	+	
Restricted assets	31,975	32,919	-	Hospital self-insures for malpractice based on positive past performance.
Other long term assets	5,763	5,198	+	Net proceeds from construction funds to be invested in property, plant, etc.
Total assets	\$130,899	\$117,449	+	
Current liabilities	\$19,205	\$11,451	-	We can't pay our bills until others pays us.
Accrued loss—refinancing	10,990	—	-	A one time loss which will benefit both the hospital and consumer through lower interest rates.
Long term debt	53,095	53,988	=	Needed to finance construction/renovation so that we can provide better patient care.
Other liabilities	11,564	7,617	-	Reserves for future losses.

*Industry practice excludes newborns from totals.

Where each revenue dollar came from



How we spent each dollar



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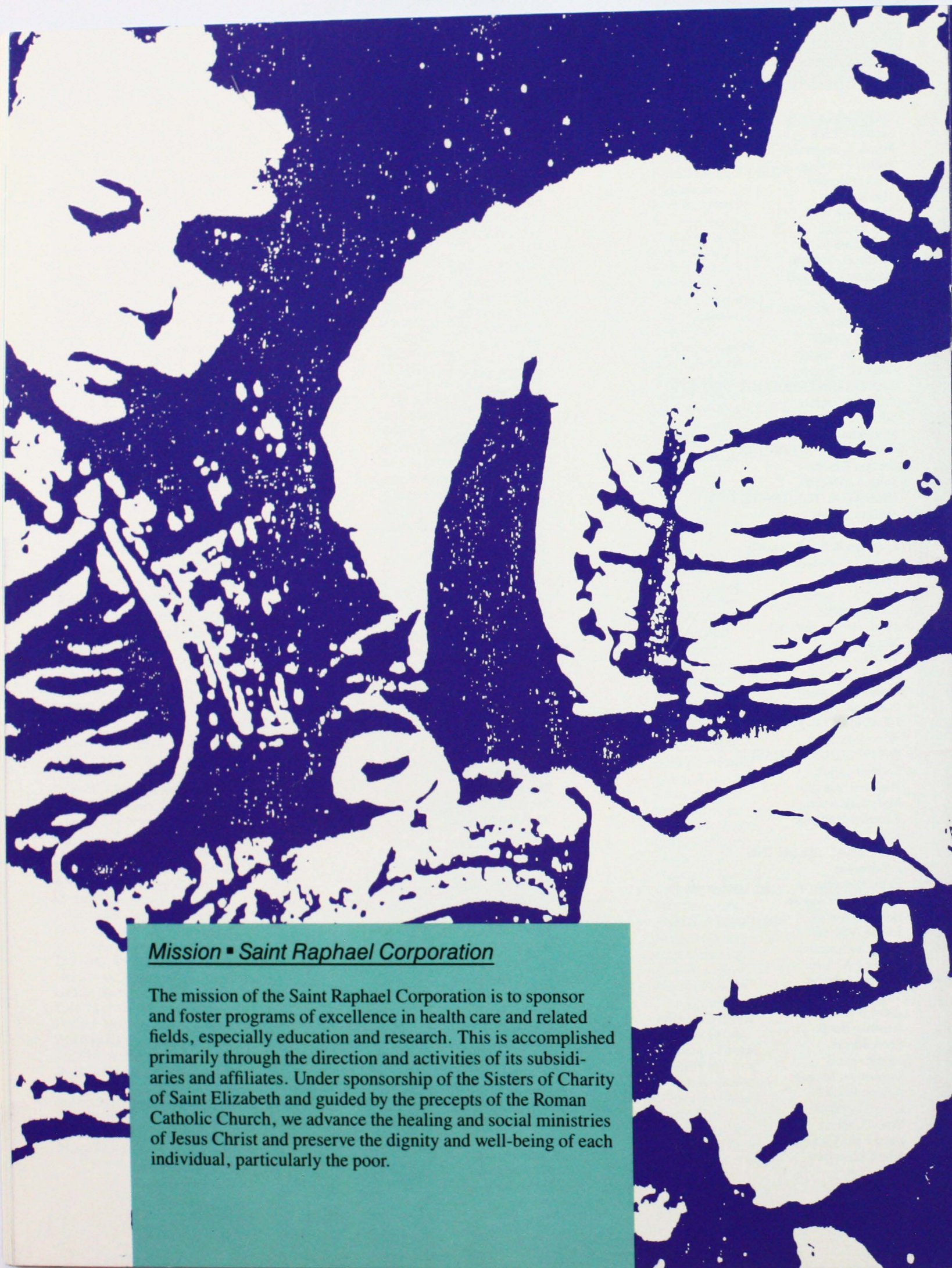
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Mission ■ Saint Raphael Corporation

The mission of the Saint Raphael Corporation is to sponsor and foster programs of excellence in health care and related fields, especially education and research. This is accomplished primarily through the direction and activities of its subsidiaries and affiliates. Under sponsorship of the Sisters of Charity of Saint Elizabeth and guided by the precepts of the Roman Catholic Church, we advance the healing and social ministries of Jesus Christ and preserve the dignity and well-being of each individual, particularly the poor.



Mission ■ Hospital of Saint Raphael

The Hospital of Saint Raphael is a community teaching hospital and health care resource sponsored and guided by the values of the Sisters of Charity of Saint Elizabeth and of the Roman Catholic Church. Our mission is to witness, share in and promote excellence in the healing ministry of Jesus Christ. We are committed to preserving the dignity and well-being of each individual, and to assuring that every person is treated according to the principles of charity and justice. We accept the Gospel challenge that prompted our founders of the sponsoring congregation, Saint Vincent DePaul, Saint Elizabeth Ann Seton and Mother Xavier Mehegan, by pledging every loving service in our power to reach out to those in need of our services.



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**UTILIZATION REVIEW/
CONTINUING CARE**

Robert Mullin

Despite Saint Raphael's best efforts to control health care costs, it continues to rely on the generosity of its community for some of the resources to expand facilities and services and to upgrade medical technology. To this end, the Saint Raphael Foundation set ambitious fundraising goals for 1988, including conclusion of "Foundation for the Future," a capital campaign that has financed a major portion of our \$33 million building project.

Through the generous support of Greater New Haven residents and corporations, the Saint Raphael Foundation raised \$1.03 million in 1988. In addition, the Foundation was named in several wills and trusts which will eventually bring an additional \$1 million.

Gifts this year to the Foundation for the Future were \$604,000, bringing the grand total of capital gifts raised to \$8.7 million since 1983. These funds made possible the completion of the Sisters of Charity Center for Caring and the Dr. Luca E. Celentano and the Sister Louise Anthony buildings, twin, five-story buildings housing modern, comfortable patient care facilities.

A highlight of the year was a dinner honoring Foundation for the Future donors of \$5,000 or more. The event celebrated the near-completion of the building project and provided an opportunity to unveil portraits of Dr. Celentano and Sister Louise Anthony. The portraits were commissioned by the Foundation to honor the achievements of these two important leaders in Saint Raphael's development, who together represent more than 100 years of service to the Hospital and its patients.

A capital campaign like the Foundation for the Future relies on sizable contributions to support new construction and renovation of facilities. But the Saint Raphael Foundation provides funds for more than bricks and mortar. New services and equipment are funded with Foundation dollars as well, so programs for giving are maintained to generate ongoing support. In 1988, the Foundation offered a host of opportunities for philanthropy, based on the philosophy that every gift, regardless of size, makes a difference.



The Gifts in Remembrance program, which welcomes donations in memory or in honor of individuals, received 2,300 gifts totaling \$58,000. Sixty-six families named the Foundation as the beneficiary of gifts in memory of their loved ones. And most of these gifts were unrestricted, which means the Foundation was free to direct the funds to Saint Raphael programs most in need.

The Annual Appeal generated \$132,000 from 2,850 donors for Hospital equipment. Many were first-time contributors who had been patients at the Hospital during the year, and who cited the warm, personal attention and the quality medical care they received as their reasons for responding. Others were physicians, area residents and corporations who traditionally support our ongoing need to replace and upgrade the necessary medical equipment at our disposal.



Frequently, individuals name Saint Raphael's as a beneficiary in their wills. This final act of generosity often reflects a former patient's gratitude for the special care they received here, or for a lifetime of support to the donor's family and friends. In 1988, Saint Raphael's received \$56,700 from four estates, including \$27,400 from the estate of Mabel Deegan, \$18,200 from the estate of Martha Goldman, \$10,000 from the estate of Robert Engberg, and \$1,000 from the estate of Sophie Moore.

Special events are another source of fundraising. The State Police Golf Tournament in August netted \$2,000 to benefit the Sharon White Memorial Fund, a permanent fund of the Saint Raphael Foundation honoring the memory of the young daughter of a Connecticut state trooper. The State Police Union added another \$1,500 to bring the total for 1988 to \$3,500. Sharon White Memorial funds are used to purchase pediatric cardiac equipment.

Pizza was the featured guest of a July fundraiser. New Haven's renowned Sally's Apizza celebrated its 50th anniversary with a party, and owners Salvatore and Florence ("Sally" and "Flo") Consiglio decided to make their celebration a Saint Raphael benefit. Proceeds from the biggest pizza party New Haven has ever seen totaled \$5,000.

Donors to the Saint Raphael Foundation sometimes earmark their gifts for specific purposes. In 1988, these gifts included \$11,250 for Lifeline, \$5,800 for Radiation Therapy, \$1,385 for Hematology Oncology Outpatient Treatment (HOOT), \$3,100 for the Clinical Pastoral Education Fund, \$1,300 for the Dialysis Fund and \$1,600 for the Otolaryngology department.

Clearly, philanthropic funds help make the difference between adequate care and exceptional care. Donations to the Saint Raphael Foundation are gratefully accepted at 1450 Chapel Street, New Haven, CT, 06511. For more information on programs for giving, call 789-3242.



The Wonder of Generosity

Fred Apuzzo wanted to give a gift to Saint Raphael's and he wanted to honor the memory of his mother, Lucia Fiore Apuzzo, a former patient. But rather than the traditional plaque or honorary classroom, Mr. Apuzzo gave us a gift that has become the symbol of the Hospital's mission—a lasting piece of artwork that brings to life Saint Raphael's healing ministry.

Mr. Apuzzo's gift, the lobby sculpture "Christ Healing the Blind Man" by Timothy Duffield, was unveiled at the opening of the Sisters of Charity Center for Caring. Standing larger than life, the sculpture depicts the blind man kneeling before Christ with two onlookers watching in astonishment. The arrangement of the pieces even includes a platform where viewers may stand to become part of the work.

The unveiling of the sculpture was an emotional moment. Mr. Apuzzo, surrounded by his family and friends, graciously received the gratitude of the Saint



Raphael community through lengthy applause. More importantly, his gift is appreciated each day by all who pass through the Hospital's main thoroughfare and are inspired, encouraged and supported by the love it symbolizes.

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Ask most people to describe a nursing home and they may use words like "dark," "depressing" and "lonely." But one visit to Saint Regis Health Center, the newest member of the Saint Raphael health care system, and words like "cheerful," "active" and "loving" come to mind. Why? Because the Saint Regis staff takes personal pride in caring for their residents. Pride makes the difference.

During the past year, the first of Saint Regis' affiliation with Saint Raphael's, renovations to the nursing home totaling \$500,000 improved surroundings for residents and employees alike. Fresh coats of paint, beautiful wallpaper chosen by residents and new overbed lighting introduced a more "homey" atmosphere. And a renewed commitment to maintaining the facility resulted in sparkling clean floors and a fresher feeling throughout.

Just as cosmetic improvements to the facility brought forth a warm atmosphere, new programs for residents

launched a proud new spirit among employees, from housekeepers and dietitians to nurses and administrators. Programs were geared to enhance residents' quality of life and provide opportunities for meaningful recreation.

A major area targeted for enhancement was the food. An executive chef was hired and lovely new china made meals more appealing. Chef Ernie wins kudos from residents, especially for dishes like his filet of sole stuffed with crabmeat and topped with newburg sauce.

A pet therapy program introduced a new cast of characters to Saint Regis. Coco, a Pekingese dog, evokes words from residents who have not spoken for months. Morris the cat has won the hearts of an entire unit of residents. And for those who prefer less mobile pets, our parakeets entertain with an ever-expanding vocabulary.



The most thrilling new program for residents is the time they spend with their "grandchildren," the energetic pre-schoolers of Saint Raphael's day care center, located immediately behind the nursing home. The Intergenerational Program brings the children together with a volunteer group of residents for weekly visits. One participating resident has trouble remembering names, but he never forgets the name of his "grandson," Brian! For non-participating residents, even the sounds of children playing in the courtyard can be therapeutic.

Our roster of licensed nurses grew during the past year, and renewed teamwork became the trademark of staff relations. Pride in their work motivated a floor of

nurses to eliminate all bed sores, and another nursing team rehabilitated a "hopeless" patient from tube feeding to sitting up and eating normally. One housekeeper even asked for certification so he could help nurses transfer patients. And, of course, the staff keeps a round-the-clock vigil with dying patients, helping them maintain their dignity to their last hour.

As a member of the Saint Raphael health system, Saint Regis demonstrates the concern for human dignity central to the mission of all of Saint Raphael's. With management support, information and geriatric expertise, Saint Regis has gained new direction in its role as caregiver to the aged and infirm, a role proudly and lovingly fulfilled.

Marie: A Saint Regis Love Story

Marie was admitted to Saint Regis in 1985. At age 75, she had no family and came to the nursing home lonely, alone and afraid. Her initial adjustment came slowly, but the staff lovingly bathed her, combed her silvery hair and spent many hours drawing Marie out of her reclusive shell. Soon, staff members were hearing about her travels, her work in City Hall and her long-lost but dearly loved boyfriend, whom her mother forbade her to marry.

Marie made many friends at Saint Regis among residents and staff. In fact, staff members watched over her like a band of guardian angels. With loving care, she became oriented, outgoing, independent and despite a moderate form of skin cancer, she was physically healthy. That's why the staff was devastated

when, in March 1988, Marie was struck down by a stroke. After a month in the hospital, Marie returned to Saint Regis confused and required total care, including feedings through a tube in her stomach.

Throughout her rehabilitation, Marie's Saint Regis "family" rallied around her. Staff members concentrated their efforts on increasing her level of functioning. They took care in feeding her and made sure her mind was stimulated. They visited her daily and focused on reality orientation: person, date, place. They taught her exercises in bed. By May her condition stabilized, and by September the effort paid off. Marie was once again alert, oriented and feeding herself, and even began to walk again. Hers is a love story with a happy ending.

Saint Regis Health Center • Board of Directors • 1988

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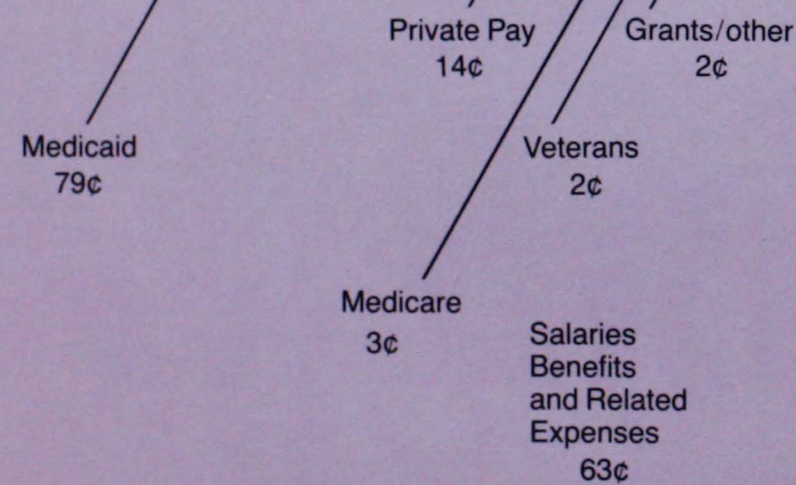
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Saint Regis Health Center • Financial Highlights

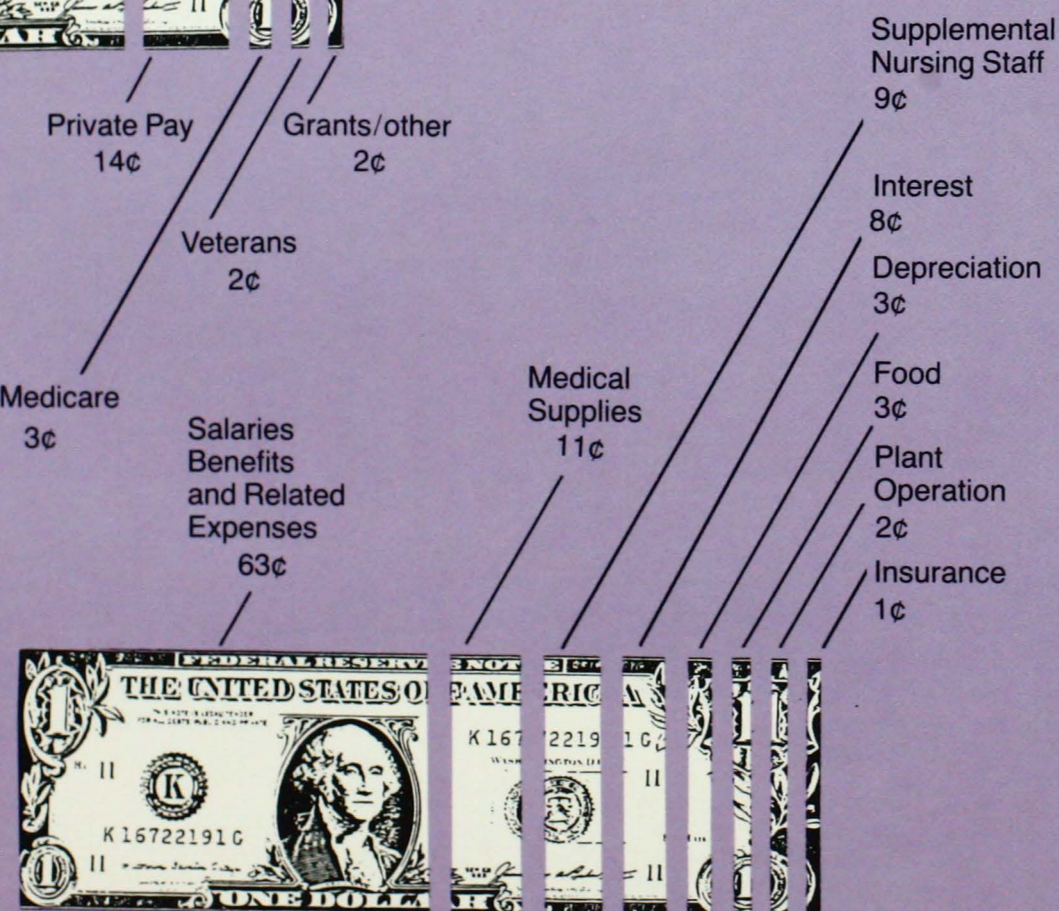
December 23, 1987–September 30, 1988 • First nine months of Saint Raphael ownership

Number of beds:	125
Total new admissions:	50
Total patient days:	32,920
Percentage of occupancy:	99.4%
<hr/>	
Assets:	\$782,412
Property, plant, equipment (net)	3,225,691
Other assets	92,491
Total assets	\$4,100,594

Where each revenue dollar came from



How we spent each dollar



Saint Raphael's commitment to its community goes beyond serving people who are ill or injured. We're committed to promoting good health in our community by providing programs and services to encourage healthier lifestyles. "Wellness" has become a buzzword for the '80's, but in fact, the idea of staying well—staving off sickness through healthful living—is just good common sense. Saint Raphael's Institute for Better Health serves as a wellness center for all of greater New Haven.

Perhaps the best place to reach individuals to promote better health is in the workplace. This year, the Institute established the Better Health Connection, an employee assistance program to aid employers and employees with personal problems that affect on-the-job productivity, including alcohol and drug abuse (on the part of the employee or a member of his or her family), divorce, family problems, emotional illnesses, death or financial crises. The Better Health Connection serves as a resource for employees who need confidential help finding counselors, rehabilitation programs and other sources of personal assistance.

The Institute's occupational nursing program, Well-Aware, also promotes health and wellness in the workplace by assisting employers to manage the health care needs of their workforces. WellAware services include pre-employment screenings and physicals, first aid and medical management, worker's compensation management, health promotion programs and safety training. Businesses gain the knowledge, experience and availability of the Saint Raphael health care system, while employees benefit from on-the-job health care management by health care professionals. During the past year, WellAware was introduced at Stop & Shop, Gallo Wines, New Haven Ambulance, Richardson-Polymer, Robby-Len Fashions and other area companies.

Programs to advance the health of individuals also are offered by the Institute for Better Health. This year, 500 people participated in smoking cessation classes, weight control programs and stress management seminars in an effort to gain better health. Despite the societal trend toward healthier lifestyles, smoking and obesity continue to plague our society, so the Institute made plans to revitalize its behavior modification offerings in the coming year. Two new programs—the Stop Smoking Clinics and Optifast—were set to launch in 1989. For more on Optifast, see page 36.

The Institute, in cooperation with the Hospital, also provides free, confidential physician referrals to anyone who calls Need-A-Physician. This computerized system allows callers to specify the characteristics they seek in a doctor such as office location, specialty, board certification, insurance programs and other factors. With Need-A-Physician, callers may make informed decisions about a new doctor rather than uninformed guesses. Need-A-Physician responded to 2,150 callers this year, for a grand total of 5,150 since the program began in 1987.

Tel-Med, in its tenth year at Saint Raphael's, responded to 22,650 callers in 1988 for a grand total of 664,500 since the program began. Tel-Med gives basic information about a host of medical and psychological conditions through concise audio tapes. Callers simply identify the subject that interests them and a Saint Raphael volunteer plays the tape. Information learned through Tel-Med can reassure callers or prompt them to contact their physicians—either way, the outcome promotes better health.

Institute for Better Health • Year In Review



Along with health promotion programs, the Institute for Better Health educates and informs residents of our community through Saint Raphael's *Better Health* magazine, a publication of the Better Health Press mailed at no cost to more than 100,000 homes. This year, *Better Health* was expanded to include regular sections on issues concerning children, seniors and women, as well as frequent special sections on men's health and dental care.

The Better Health Press launched a new publication during the past year called the *Better Health Report*, an eight-page newsletter that offers useful, consumer-oriented health and medical information. In addition to being distributed widely in greater New Haven, the *Better Health Report* is marketed to hospitals and businesses across the country which customize portions of the newsletter and distribute it to their communities.

1989: Optifast and a Vision of the Future

For millions of Americans, obesity causes more than self-consciousness and discomfort. Obesity is one of the most critical health problems of our time. It causes or contributes to the development of a variety of life-threatening diseases including hypertension, heart disease and diabetes. Moreover, the obese suffer a chronic physical disorder that keeps them from the very life-saving physical activity they need to reduce their risks. Yet most obese people are treated as though they have weak characters instead of a debilitating disease.

The Institute for Better Health plans to dispel the myths about obesity and offer a program that will help the obese toward a new, healthier lifestyle. In 1989 the Institute will join with Sandoz Nutrition to offer Optifast, a nationally recognized 26-week obesity

treatment program of supplemental fasting, refeeding and weight stabilization.

Optifast is not for those with 10 or 20 pounds to lose. To be accepted in the program, participants must have at least 50 pounds to lose or be 30 percent over their ideal weight. The program promotes safe, rapid weight loss, behavior modification and psychological support, nutrition education, exercise and frequent medical monitoring.

The Institute is pleased to offer obese members of our community the opportunity to envision themselves healthier than they've ever been. In the coming year, we'll help them shed pounds and gain self-esteem, pride and better health.

Institute for Better Health • Board of Trustees • 1988

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The Saint Raphael Health Care System

Hospital of Saint Raphael

Not-for-profit, tax-exempt flagship of the Saint Raphael family: A 491-bed general acute-care community/teaching hospital. Includes a 700-plus member Medical Staff, an Auxiliary and an employee charitable fund, all with separate governing structures.

Saint Regis Health Center

A not-for-profit, tax-exempt, 125-bed skilled nursing facility providing nursing home and rehabilitative care to the elderly.

Saint Raphael Foundation

A not-for-profit, tax-exempt Foundation fostering philanthropic support for all not-for-profit entities within the Saint Raphael family.

Saint Raphael Corporation

Not-for-profit, tax-exempt parent of Saint Raphael's growing health care system.

Seton Real Estate, Inc.

Not-for-profit and tax-exempt entity to manage, develop or dispose of property acquired by purchase or as gifts.

Xavier Corporation

Systemwide focus of for-profit activities that complement the mission of other Saint Raphael affiliates but do not qualify for tax-exempt status, including Better Health Pharmacy and Home Care Center and Seton Communications.

DePaul Health Services

A not-for-profit, tax-exempt entity which includes the Saint Raphael Magnetic Resonance Center, the Saint Raphael Cancer Center and the Institute for Better Health.



Saint Raphael's

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Saint Regis Health Center
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Institute for Better Health
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