BRISTOL HOSPITAL AND HEALTH CARE GROUP, INC.

annual REPORT 2011

Working together for your health
OUR MISSION

Bristol Hospital and Health Care Group is committed to enhancing the health and well-being of our community. We will provide safe, quality care and services to our patients through our continuum of services and health promotion. We will collaborate with health professionals and other organizations as advocates for our community. We will provide the opportunity for growth to our medical staff and employees in an environment where each individual is respected and valued.

OUR VISION

Bristol Hospital and Health Care Group aspires to be recognized as the best community health care provider in Connecticut. Working with our patients, physicians, employees, volunteers and community, Bristol Hospital and Health Care Group will utilize our core values to achieve the vision which:

- Creates a culture of safety, quality and service that is embraced as an individual and team responsibility
- Ensures a user-friendly continuum modeled on providing patient-centered care and services
- Continually assesses and promotes new services and technology
- Serves as the responsible steward and advocate for the health of our community

On the Cover. 2011 Bristol Hospital Bariatric Surgery Team - Back Row (l to r): Julio Alves, Cathy Chasse, Geeta Tadepalli, Kerry Roy, Julie Roche Front Row (l to r): Lise Lawrence, Dr. Makram Gedeon, Dr. Olakunle Oluwole, Katherine Kreh

bristolhospital.org
Walk down any hallway at Bristol Hospital and you’ll see people who truly embrace the meaningful nature of our work and who take the promise of our mission to heart - to deliver safe, quality care and services to each patient, every day.

As a community hospital, we take great pride in that mission and in our responsibility to our community and to the people we serve. At the same time, our industry is changing rapidly and Bristol Hospital and Health Care Group must position itself at the forefront of that change to continue to deliver the highest level of care.

Fiscal year 2011 was a year of transition and achievement for Bristol Hospital and Health Care Group. The changes we have made and the accomplishments we have achieved, positioned us well moving forward in this new healthcare environment.

One significant area of focus in 2011 was advancing our technology. We completed a two-year, $7.7-million investment to replace and upgrade our entire IT system through our launch of Meditech, a fully integrated electronic medical record system - bringing us faster access to patient information while improving the organization’s overall efficiency and safety of care provided.

New and expanded health services were also significant in 2011. We grew our bariatric weight loss surgery program within our community and beyond. We opened our new Sleep Center offering the community access to state-of-the-art evaluation, diagnosis, and treatment for sleep related disorders. By providing this service to our community, patients no longer need to travel away from home to receive the cutting-edge care they need.

The Bristol Hospital Multi-Specialty Group, Inc. has positioned us to participate in new payment models, has provided attractive and contemporary alternatives for physicians, and increases Bristol Hospital’s reach and service throughout the community. As we developed each new initiative and service this year, we wanted to ensure it met the needs of our community, provided a necessary service that would impact our patients, and would continue toward our vision of being the best community health care provider in Connecticut. We have taken significant steps to make our vision a reality.

And this is just the beginning. We will continue the positive momentum we have created throughout 2011, and start this new year with a renewed energy and focus on advancing our mission and keeping our vision in the forefront of each step we take.

Bristol Hospital achieved significant milestones in 2011, and we look forward to more great things to come in the year ahead. We will continue to strive to make positive impacts in the health and wellbeing of our community and to all those we serve, all by working together for your health.
At Bristol Hospital and Health Care Group, our primary goal is to provide high quality, compassionate care to our community. In 2011 we focused on important initiatives that improved workflow and increased access while continuously improving the quality and safety of the care we provide.

- The Cancer Care Center focused on three areas of quality improvement including enhancing staff education, oncology practice initiatives, and patient satisfaction.

- A “Length of Stay Huddle” (LOSH) team was created in order to improve coordination and efficiency of care provided to our inpatients. This was accomplished through assignment of an anticipated length of stay based on the patient’s diagnosis on the first hospital day in collaboration between the attending physician and other members of the health care team. This approach streamlined care by more appropriately sequencing diagnostic and therapeutic services and reduced length of stay.

- The Wallet Medication Card project was launched offering free wallet medical cards to the community with the goal of lowering potential medication errors.

- A major hospital-wide initiative on decreasing the occurrence of Central Line-Associated Bloodstream Infections (CLABSI) was focused on in 2011. This is part of a national effort to reduce hospital acquired infections. The multidisciplinary process includes the quality improvement department, infection control, intravenous therapy, pharmacy, education, intensive care unit, and the critical care committee. Through revised policies and best practices, there have been no CLABSI at Bristol Hospital for over 13 months.

- Bristol Hospital EMS (ambulance service) implemented its first-ever patient satisfaction survey. This survey provides EMS with a report on patient satisfaction, quality of care, and provides an opportunity for continual improvement.

- The ICU decreased the incidence of Ventilator Associated Pneumonia (VAP) to 0% for the past 9 months.
## SURGICAL CARE IMPROVEMENT PROJECT

<table>
<thead>
<tr>
<th>BRISTOL AVERAGE</th>
<th>CONNECTICUT AVERAGE</th>
<th>NATIONAL AVERAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Given Beta Blockers Before and After Surgery</td>
<td>99%</td>
<td>93%</td>
</tr>
<tr>
<td>Removed Urinary Catheters One to Two Days Post Surgery</td>
<td>98%</td>
<td>91%</td>
</tr>
<tr>
<td>Given Treatments to Prevent Blood Clots After Surgery</td>
<td>96%</td>
<td>97%</td>
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## PNEUMONIA PROCESS OF CARE MEASURES

<table>
<thead>
<tr>
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<th>NATIONAL AVERAGE</th>
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</thead>
<tbody>
<tr>
<td>Given Initial Antibiotic Six Hours After Arrival</td>
<td>90%</td>
<td>96%</td>
</tr>
<tr>
<td>Prescribed Most Appropriate Antibiotic</td>
<td>94%</td>
<td>94%</td>
</tr>
<tr>
<td>Given Influenza Vaccinations at Discharge</td>
<td>92%</td>
<td>89%</td>
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## HEART FAILURE PROCESS OF CARE MEASURES

<table>
<thead>
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</thead>
<tbody>
<tr>
<td>Given ACE Inhibitor or ARB for LVSD</td>
<td>99%</td>
<td>93%</td>
</tr>
<tr>
<td>Smoking Cessation Advice or Counseling</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Given Discharge Instructions</td>
<td>87%</td>
<td>86%</td>
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## HEART ATTACK PROCESS OF CARE MEASURES

<table>
<thead>
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<th>NATIONAL AVERAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aspirin At Arrival</td>
<td>100%</td>
<td>99%</td>
</tr>
<tr>
<td>Aspirin at Discharge</td>
<td>100%</td>
<td>99%</td>
</tr>
</tbody>
</table>

Source: hospitalcompare.hhs.gov  
clinical excellence IN PATIENT CARE

Providing everyday extraordinary care is the objective of all Bristol Hospital and Health Care Group employees. Through communication, empathy, ownership, and teamwork, we are able to create a healing environment for our patients while providing state-of-the-art care and support for patients and their families.

As part of Bristol Hospital’s pursuit toward clinical excellence, the Nursing Executive Council hosted a day-long retreat in September. The retreat entitled, “Adopting Excellence: Nursing Strategic Planning and Collaborative Practice,” had over 30 participants including representatives of shared governance committees, leadership and nursing across the continuum of care. The goals of the retreat were to establish a practice model supportive to the professional and clinical excellence of our nurses at Bristol Hospital, and to create a care delivery model which would allow nurses to provide quality, safe and efficient care to patients. Participants chose to use the word EMPOWER to model the framework that supports professional nurses in their everyday practice. Decisions toward creating a patient-centered care delivery model aligned with the organizational philosophy of CEO (communication, empathy and ownership) were outlined. Also included were presentations by all Departmental Professional Practice Councils in which representatives reviewed year-end initiatives, barriers and goals. Sheila Kempf, RN, PhD, Senior Vice President, Patient Care Services, and Chief Nursing Officer, presented Connecticut Hospital Association survey results specific to nurses’ perception and involvement with decision making. Lower-scoring areas were identified, prioritized and delegated to action planning task forces. These task forces composed of bedside nurses will establish goals specific to the lower scored areas, develop action plans and present achievements at the next strategic meeting. Outcomes will be evaluated through the NDNQI Nursing Satisfaction Survey planned for April 2012 which also looks at collaborative governance and decision making.

Nightingale Award winners for 2011 include Katherine Cutter, RN, CRNI; Kathleen St. Ours, RN; and Suzanne Leszko, RN. They were honored for their daily excellence in nursing and patient care.
The **INTENSIVE CARE UNIT** implemented the “Hypothermia after Cardiac Arrest” policy and presented this new procedure and two case reviews at Nursing Grand Rounds and as a special presentation to the Board of Trustees.

A **REHAB DYNAMICS PROJECT** entitled “Physical Therapist and Patient Mobility Ratings on Two Pressure Redistribution Surfaces” was presented at the fall Symposium on Advanced Wound Care (SAWC). This poster presentation was commended on its ability to combine physical therapy and wound care information to create a stronger patient care model of product design and choice.

**INGRAHAM MANOR** staff participated in a multifaceted project to improve Resident Care Conferences. This process re-engineering focused on enhanced resident care conference communication within the facility, reduction in both the length of stay and conversion of short-term rehab patients to long-term care residents. This initiative resulted in a 12% increase in attendance at Resident Care Conferences, a reduction in patient length of stay from 27.1 days to 21.4 days, and a decrease in patient conversions from short-term rehabilitation to long-term care by 27%.

Through teamwork and innovation, the **BARIATRIC SURGERY PROGRAM** nearly doubled the number of patients it provided successful weight-loss outcomes to in 2011. Dr. Makram Gedeon also became the first bariatric surgeon in Connecticut to offer the single-incision sleeve gastrectomy, providing patients a faster recovery, less pain and decreased risk of complications.

Bristol Hospital Home Care was named in The HomeCare Elite™ report recognizing the top 25% of home care agencies in New England. Data collected from Home Health Compare was used to evaluate three areas of performance: quality of care, process measure implementation and financial performance.
Meditech, the hospital's electronic medical record system, was launched in June 2011. This hospital-wide initiative springboarded Bristol Hospital into the medical technology arena with the ability to capture a full 360-degree view of each patient. This initiative will provide improved access to care, streamlined operations, increased efficiency, and decrease the possibility of both medication error and misdiagnosis. Many hospitals launch electronic medical records in phases. Our single, hospital-wide Meditech launch was a success because of the teamwork and dedication of so many departments.

Meditech helps to improve quality of care and patient safety through Bar-Code Medication Administration and sharing of patient records throughout hospital departments and medical staff in real time.

Multiple processes were implemented for use at the bedside, including mobile carts for documentation, tablet PCs, and MobiLab for specimen labeling with patient bracelet identification. These mobile solutions have helped to increase efficiency of medical and clinical staff while continuously updating patient records.

Accompanying the launch of Meditech was a re-engineering of Information Services, including a first-tier triage Help Desk, Desktop Support Team, and a seven-member Informatics Department to support clinical, business and administrative users of Meditech and other critical applications.

A preliminary setup and testing for an electronic health record information sharing solution, MobileMD™, has brought Bristol Hospital closer to a community-wide health information exchange. This information sharing will improve overall continuity of patient care, streamline medical record requests, and provide safer and more efficient process of care.

Patient care reports at Bristol Hospital EMS are now entirely paperless. All information is now recorded electronically at the point of patient contact. This electronic information enhances the ability to evaluate clinical trends and implement quality initiatives to improve the level of care provided.
As a community hospital, providing support and increased access to services and care is a priority. This year we provided screening for blood pressure, cholesterol, skin cancer and balance disorders, as well as support groups, lectures, and educational programs for children, adults, and seniors of Greater Bristol and beyond. Hospital employees participated in community initiatives to raise funds for local non-profits, volunteered for local organizations, and held food drives for those in need.

- In June, the Bristol Hospital Volunteer Department honored 30 of its 100 junior volunteers in an awards ceremony celebrating the 2010-2011 year. Junior volunteers donate about 5,000 hours per year to the hospital.
- The hospital participated in the 2011 Bristol Home & Business Expo offering services, clinical information and health screenings to the community, free of charge. Also provided were free flu shots and massage therapy.
- Bristol Hospital celebrated National Hospital Week with daily activities and a basket raffle to raise funds for new bassinets for the Families Are First Maternity unit. This year’s theme, “Champions of Care,” celebrated the dedication that all hospital employees have to caring for the community.
- In collaboration with Tanya Ave’Allemant, MD, FAAD, and the American Academy of Dermatology, the Cancer Care Center sponsored a free skin cancer screening on June 27th. Over 30 individuals were seen from 12 surrounding towns.

SERVING OUR community TOGETHER

2011 UNITED WAY PARTICIPATION
Employees participated in jean days, raffles and direct contributions raising $21,661 to support United Way.

Employees Lynn Gaski, RN, Jodi Corbin, Cindy Soucy, and Darlene Bourgoin, RN, with one of the bassinets funded through the Employee Basket Raffle during Hospital Week.

Richard Moulis, Bristol Hospital Home Care Nurse, checks blood pressure at the Bristol Home & Business Expo.

Bristol Hospital EMS collects food donations for local families as part of the hospital’s annual food drive.

Junior volunteers attend the Volunteer Department thank you reception. Back Row (l to r): Victoria Anderson, Cindy McCool, Volunteer Coordinator, Alanna Levesque. (Front) Aileen Cameron.

(l-r) Kurt Barwis, President & CEO, Cindy Soucy, 2010 Employee of the Year, and Mayor Art Ward at the reading of the Bristol Hospital Proclamation for Hospital Week.
2011 was celebrated through the many hospital improvements and service line additions offering advanced patient care. Through the addition of these services, we have increased the care available to our patients and community.

**BRISTOL HOSPITAL MULTI-SPECIALTY GROUP**

The new Bristol Hospital Multi-Specialty Group was launched on September 1st and provides patients with extensive medical services and resources all under one name in our community. The Multi-Specialty Group was formed through the merger of Central Connecticut Medical Management, Greater Bristol Primary Care Group, P.C., MedHelp, P.C., and Bristol Psychiatric Services, P.C. This merger created a physician-led not-for-profit medical foundation. The Multi-Specialty Group is made up of nearly 20 practices including Behavioral Health, Critical Care, Endocrinology & Metabolism, Family Medicine, Sleep Medicine, General, Bariatric, and Colon-Rectal Surgery, Obstetrics & Gynecology, Hematology & Oncology, Internal Medicine, Infectious Disease, Pulmonary Medicine, Physiatry and Rehabilitation Medicine, Rheumatology, Urgent Care, and Wound Care. The Group is staffed by 47 providers including physicians, PA-Cs, and APRNs, 75 employees, and continues to enhance the services in our community by recruiting new healthcare providers.

**MULTI-SPECIALTY GROUP PROVIDERS**

Doris Altherr, MD  
Nelson A. Bondhus, MD  
Driola Brahaj, MD  
Richard Bryan, MD  
Stephen P. Caminiti, MD  
James Carson, MD  
Joseph Cherneskie, MD  
Paulo Correa, MD  
Sachin Dhingra, MD  
Carlos Enciso Chaves, MD  
Jacques Etienne, MD  
Mary Fiorillo, APRN  
Makram Gedeon, MD  
Karen Guadagnini, MD  
Robert Holzhauer, PA-C  
Nieves Hornbeck, MD  
Yin Fei Hung, MD  
Lori Hvozdovic, PA-C  
Vijay Joshi, MD  
Mitchel Katz, MD  
Edward Kavle, MD  
Sapna Khubchandani, MD  
Jonathan Krumeich, MD  
Tiffany LaBella, MD  
Frederick Lohse, MD  
Leslie Madore, PA-C  
Nachiyappan Manoharan, MD  
Swathantra Melekote, MD  
Catherine Milne, APRN  
Olakunle O. Oluwole, MD  
Brimal B. Patel, MD  
Doreen Rackliffe, PA-C  
Frederick Reindel, MD  
Sarah Sandberg, PA-C  
Darlene Saucier, APRN  
Rhonda Sawyer, PA-C  
James Sayre, MD  
Daniel Scoppetta, MD  
Bala Shanmugam, MD  
Jeffrey Shelton, MD  
Kamakshi Vemareddy, MD  
Christopher Wakem, MD  
Mark Watson, MD  
Lynne Whitney, APRN  
Li Zhu, MD  
Richard M. Zweig, MD
PHARMACY
The Bristol Hospital Pharmacy was rebuilt in March, offering a high-technology facility to process both internal and external requests. The pharmacy houses a state-of-the-art, modern, clean room, that meets both ISO 5 and USP 797 standards for preparation of sterile products. The new reinforced and secure walk-in vault improves the safety and security of pharmaceutical controlled substances. The new pharmacy supports Bristol Hospital’s ability to offer the highest quality patient care through the use of the most technologically advanced equipment.

LABORATORY SERVICES
In July, Bristol Hospital Laboratory Services became solely operated by the hospital. In connection with the launch of Meditech, Bristol Hospital’s electronic medical record system, the goal is to create a streamlined operation for physicians and patients in need of laboratory services. Though this transition may be challenging, the outcome is central to patient satisfaction and inclusive services for clinical staff.

SLEEP CENTER
The new Bristol Hospital Sleep Center opened in September. This modern facility offers residents a comfortable environment close to home where they can receive comprehensive sleep evaluation, diagnosis, and treatment for sleep-related disorders. The two-bedroom Sleep Center includes luxury furnishings, flat-screen televisions, private bathrooms and a continental breakfast for all Sleep Center patients.

(i to r): Kurt Barwis, President & CEO, Bristol Hospital, Nancy Blanchette, Chairman, Bristol Hospital Board of Directors, and Dr. Brimal B. Patel, Sleep Center Medical Director, cut the ribbon at the Sleep Center Grand Opening celebration on September 26th.
Community support makes a tremendous impact for a not-for-profit hospital, especially in tough economic times.

Thanks to the support of our extraordinary, dedicated donors, sponsors and volunteers, Bristol Hospital now has a new Sleep Center booked with patients. Cardiac Rehab has brand new heart monitoring equipment. The Families Are First Maternity Unit has a new sleeper chair and new bassinets. Our ICU has a new dialysis fluid warmer to make patients more comfortable, and beautiful new plantings creating a more serene environment. Meanwhile, more dollars are coming in for the Beekley Center for Breast Health & Wellness, which will have its groundbreaking this coming year.

All these important achievements, and many more, were made possible because of community support. On behalf of our patients, their families, and our hospital staff:

THANK YOU TO OUR EVERYDAY EXTRAORDINARY DONORS, SPONSORS, AND VOLUNTEERS FOR MAKING VITAL MEDICAL CARE POSSIBLE IN OUR COMMUNITY

Back Row (l to r): Kurt Barwis (Ex-Officio), Mayor Art Ward, James Pryor, John J. Leone, Jr., Terry Fletcher, Morris Laviera, Vice Chairman Leslie S. Kish, MD, George Eighmy, Arthur P. Funk, Jr., Peter F. Valerio, Chairman. Front Row (l to r): John E. Smith, Cheryl Dumont-Smith, Eva Wickwire, Brian Dehm, Nancy Blanchette. Missing from photo: Michael V. Adams, Carlyle Barnes, Thomas O. Barnes, Whit Betts, Ralph Carpenter, Timothy Furey, Esq., James Jannetty, Wendy Latshaw, MD, Marie O’Brien, Daniel Saccu, Kenneth Sheptoff, Christopher Ziogas

2010-2011 BUSINESS PARTNERS IN PHILANTHROPY

Bank of America
Bristol Hospital EMS, LLC
Campion Ambulance Service, Inc.
ConnectiCare, Inc. & Affiliates
ESPN, Inc.
Farmington Bank
Firestone Building Products
Garrett Printing & Graphics, Inc.
Homecare Management Strategies, Inc.
MedConn Collection Agency, LLC
MetLife
Milford Anesthesia Associates, PC
Network Imaging
New England Bank
O’Brien, Tanski & Young, LLP
PMA Management Corp. of New England
Radiologic Associates, PC
RYAN Business Systems, Inc.
Saint Francis Hospital and Medical Center
Thomaston Savings Bank
C.M. Smith Agency, Inc.
The Ultimate Companies, Inc.
USI Consulting Group
Webster Bank
Stephanie Adkins, RN, ICU Operations Manager and Eva Wickwire, Chief Development Officer, in the ICU with Marjorie Budge whose donation funded the new Dialysis Fluid Warmer, as seen in picture.

(I to r) Dr. Allen A. Currier Jr., Dr. Christopher J. Leary, and Dr. John M. Walker, of Radiologic Associates, P.C., Co-Presenting Sponsor of the 2011 Festival of Wines & Spirits with guest John Leary.

Paul Decelles and Phyllis Rizy of YardeZone Inc., Co-Presenting Sponsor of the 2011 Festival of Wines & Spirits, look forward to tasting wine from one of the many vineyards represented at the event.

Bristol Rotary Club President, Bob DuPont, presenting a check for the purchase of a “Dad Sleeper Chair” to Janet Short, OBT and Eva Wickwire with the Swain Family.

During a recent visit to the Beekley Corporation, Melissa Brutto, Project Manager, Beekley Corporation, and Ayn LaPlant, President & CEO, Beekley Corporation, presented a check to Eva Wickwire, Chief Development Officer, Kurt Barwis, President & CEO, and Paul Smith, Director of Facilities and Engineering, to support the Beekley Center for Breast Health & Wellness at Bristol Hospital.

Patient, Forrest Norton, and Ann Robinson, Lead RN, Cardiac Pulmonary Rehab, with the new heart monitoring equipment funded by Bob Fiondella for the Bernie J. Guida Heartworks Cardio-Pulmonary Rehab Unit. Also benefitting the unit was the purchase of pulse oximeters funded by the John Brazinski Fund at the Main Street Community Foundation.

Marie Marciano, Director of Diagnostic Services, Eva Wickwire, Chief Development Officer, and Peter Valerio, Chairman, Development Foundation Board of Directors, with the plaque recognizing those who made the Sleep Center possible.

EVENT COMMITTEES

2011 GOLF CLASSIC
Brian Dehm,
Chairman
Mark Blum
Kerry Brash
Dawn Burke
Linda DiMatteo
Todd Fitzsimons
Deborah Laviero
Gerry Mackie
Bob Margolis
Cindy McCool
Rick O’Brien
Ronald Paolillo
Wanita Parent
David Rackliffe
Dana Rickard
Michael Rigg, Esq.
Peter Valerio
Eva Wickwire

2011 FESTIVAL OF WINES & SPIRITS
John Walker, MD,
Co-Chairman
Christopher Leary, MD,
Co-Chairman
Victoria Biondi, MD
Dawn Burke
Lorraine Friedman
Marv Friedman
Rita Joy
Les Kish, MD
Susan Kozikowski
Dolly Lemos
Jennie Sample
Linda Wesley
Eva Wickwire

2011 BRISTOL HOSPITAL BALL
Kenneth Rhee, MD, Honorary Chairman
Brimal B. Patel, MD Honorary Chairman

Andy Adams
Eileen Adams
Jean Barwis
Sara Bell
Kim Bernier
Karen Bourassa
Dawn Burke
Carole Churchill
Barbara Fontaine
Valerie Furey
Lisa Harlow
Rita Joy
Kim Lagace
Patricia Miller
Diana Oberg
Wanita Parent
Ann Robinson
Kim Sgro
Bethany Spada
Carmelita Valerio
Maryanne Violette
Eva Wickwire
Kymrie Zaslow

Working together for your health / 13
## BRISTOL HOSPITAL, INCORPORATED

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<thead>
<tr>
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<th>2011</th>
<th>2010</th>
<th>2009</th>
<th>2008</th>
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<tbody>
<tr>
<td>Medical/Surgical Admissions</td>
<td>5,133</td>
<td>5,175</td>
<td>5,494</td>
<td>5,498</td>
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<tr>
<td>Births</td>
<td>623</td>
<td>634</td>
<td>635</td>
<td>741</td>
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<tr>
<td>Medical/Surgical Inpatient Days</td>
<td>20,620</td>
<td>22,754</td>
<td>25,828</td>
<td>24,874</td>
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<td>Outpatient Visits</td>
<td>192,283</td>
<td>175,884</td>
<td>183,579</td>
<td>180,502</td>
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<tr>
<td>Surgical and Endoscopy Procedures</td>
<td>7,101</td>
<td>7,696</td>
<td>7,959</td>
<td>7,540</td>
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<tr>
<td>Emergency Room Visits</td>
<td>42,239</td>
<td>38,760</td>
<td>39,052</td>
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## BRISTOL HOSPITAL MULTI-SPECIALTY GROUP, INC.

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<tr>
<td>Physician Office Visits</td>
<td>80,896</td>
<td>87,022</td>
<td>76,870</td>
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## INGRAHAM MANOR

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<tr>
<td>Admissions</td>
<td>353</td>
<td>358</td>
<td>386</td>
<td>327</td>
</tr>
<tr>
<td>Patient Days</td>
<td>44,835</td>
<td>44,143</td>
<td>44,176</td>
<td>44,848</td>
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<tr>
<td>Average Daily Census</td>
<td>123</td>
<td>121</td>
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### BRISTOL HOSPITAL

#### Operating Revenues:

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<tr>
<td>Net Patient Service Revenues</td>
<td>$125,941,019</td>
<td>$128,018,896</td>
<td>$125,614,183</td>
<td>$121,575,649</td>
</tr>
<tr>
<td>Other Operating Revenues</td>
<td>6,100,777</td>
<td>4,183,082</td>
<td>4,093,007</td>
<td>4,307,060</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>132,041,796</strong></td>
<td><strong>132,201,978</strong></td>
<td><strong>129,707,190</strong></td>
<td><strong>125,882,709</strong></td>
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#### Operating Expenses:

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<td>Salaries, wages and fees</td>
<td>56,506,869</td>
<td>57,886,913</td>
<td>59,348,440</td>
<td>56,609,082</td>
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<tr>
<td>Supplies and other expenses</td>
<td>57,992,637</td>
<td>55,226,546</td>
<td>53,819,412</td>
<td>50,293,935</td>
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<tr>
<td>Bad debt expense, net</td>
<td>9,847,024</td>
<td>10,944,348</td>
<td>9,166,346</td>
<td>10,951,622</td>
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<tr>
<td>Depreciation and amortization</td>
<td>5,714,642</td>
<td>5,241,260</td>
<td>5,438,713</td>
<td>5,826,231</td>
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<tr>
<td>Interest</td>
<td>1,833,355</td>
<td>1,688,566</td>
<td>1,884,488</td>
<td>2,032,142</td>
</tr>
<tr>
<td><strong>Total expenses</strong></td>
<td><strong>131,894,527</strong></td>
<td><strong>130,987,633</strong></td>
<td><strong>129,657,399</strong></td>
<td><strong>125,713,012</strong></td>
</tr>
</tbody>
</table>

Gain from operations: $147,269  $1,214,345  $49,791  $169,697

Non-operating income: $2,043,067  $571,472  $323,607  ($1,155,143)

Excess of revenues over (under) expenses: $2,190,536  $1,785,187  $373,398  $(985,736)

### BRISTOL HOSPITAL AND HEALTHCARE GROUP

#### COMBINED STATEMENT OF OPERATIONS

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2010</th>
<th>2009</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Patient Service Revenues</td>
<td>$155,158,705</td>
<td>$154,929,658</td>
<td>$151,791,899</td>
<td>$146,126,613</td>
</tr>
<tr>
<td>Other Operating Revenues</td>
<td>8,394,129</td>
<td>6,532,739</td>
<td>5,576,447</td>
<td>5,727,287</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>163,552,834</strong></td>
<td><strong>161,462,397</strong></td>
<td><strong>157,368,346</strong></td>
<td><strong>151,853,900</strong></td>
</tr>
</tbody>
</table>

#### Operating Expenses:

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2010</th>
<th>2009</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries, wages and fees</td>
<td>77,293,660</td>
<td>76,429,436</td>
<td>76,902,455</td>
<td>73,484,951</td>
</tr>
<tr>
<td>Supplies and other expenses</td>
<td>67,134,182</td>
<td>64,046,049</td>
<td>62,058,099</td>
<td>58,346,251</td>
</tr>
<tr>
<td>Bad debt expense, net</td>
<td>11,141,062</td>
<td>10,944,348</td>
<td>10,609,543</td>
<td>12,100,127</td>
</tr>
<tr>
<td>Depreciation and amortization</td>
<td>5,714,642</td>
<td>5,241,260</td>
<td>5,438,713</td>
<td>6,348,511</td>
</tr>
<tr>
<td>Interest</td>
<td>2,148,712</td>
<td>2,012,629</td>
<td>2,235,998</td>
<td>2,032,142</td>
</tr>
<tr>
<td><strong>Total expenses</strong></td>
<td><strong>164,004,899</strong></td>
<td><strong>160,538,371</strong></td>
<td><strong>157,751,440</strong></td>
<td><strong>152,682,842</strong></td>
</tr>
</tbody>
</table>

Gain/(Loss) from operations: $(452,065)  $924,026  $(383,094)  $(828,942)

Non-operating income: $2,170,216  $646,372  $390,865  $(800,315)

Excess of revenues over (under) expenses: $1,718,157  $1,570,398  $7,771  $(1,629,257)
Every year, Bristol Hospital employees give of their time and talents to better the hospital and community. Employees participate in fundraisers to purchase new equipment for hospital departments, support health initiatives and services within our community, and support their colleagues using the hospital CEO philosophy (communication, empathy, ownership). It is this team spirit and commitment that makes the employees of Bristol Hospital, everyday extraordinary.

Pat Caruso named 2011 Employee of the Year. Pat has worked at Bristol Hospital for over 16 years after starting as a registered nurse. She is currently in the Quality Improvement department, spending time teaching, mentoring and supporting the nursing staff. Pat demonstrated her superior performance and professionalism over the past year when she assisted in preparing for a survey and regulatory visit in the hospital, home health and hospice, and behavioral health. She spent numerous hours providing highly challenging tracer activity while encouraging staff in a fun and personal way. She was nominated by her peers and announced as this year’s Employee of the Year at the Service Awards Dinner on May 19.

Hospital employees take on additional responsibilities to raise funds for important hospital programs and equipment to benefit our patients. The Hospital Week Committee planned a week of activities for all employees to celebrate their work and the contributions they make to the hospital. The committee organized a basket raffle in which hospital departments participated and raised over $4,800 to purchase new bassinets for the Families Are First unit.

EMPLOYEES RECOGNIZED FOR THEIR MILESTONE YEARS OF SERVICE

40 Years: Roseann Leone, Jean Young.

35 Years: Cynthia Buys, Jennifer Granger, Judy Kelly, Sharon Kenney, Cindy Soucy.

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Anna Ficeto
Joseph Hart
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Karen Cornell
Mitchel Katz, MD
Stephen Kaye, MD
Sheila Kempf, RN, PhD
Leslie Kish, MD
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Bala Shanmugam, MD
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Valerie Vitale, MD
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Caroline Smith, PA-C
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Mark Wipler, MD

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Vijay Joshi, MD

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Allison Valley, PA-C

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Rhonda Sawyer, PA-C
Antonio Scappaticci, MD

*Emeritus Medical Staff

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### Medical Staff

<table>
<thead>
<tr>
<th>Department</th>
<th>Names</th>
</tr>
</thead>
</table>
| Medical Staff                     | Adam Schoenfeld, MD  
Surendran R. Varma, MD  
Jodi Walsh, PA-C  
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William Pesce, DO  
Mark Watson, MD |
| PHYSICAL MEDICINE                 | Steven Beck, MD  
William Pesce, DO  
Mark Watson, MD |
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Farid F. Shafik, MD  
Sanjay Fernando, MD  
Adam M. Goldstein, MD  
Charles Graeber, MD  
Richard Guerriere, MD  
Susan Halley, MD  
Farid F. Shafik, MD |
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| VASCULAR SURGERY                  | Jaime Strachan, MD |

*Emeritus Medical Staff
BRISTOL HOSPITAL
41 Brewster Road
Bristol, Connecticut 06010
Main Number .............. 860.585.3000
Patient Information ........ 860.585.3255
Hearing Impaired .......... 860.585.3833

OFFSITE LOCATIONS

BEHAVIORAL HEALTH
860.314.2052
10 North Main Street
Bristol, CT

BRISTOL HOSPITAL BUSINESS OFFICE
860.585.3337
236 Main Street
Bristol, CT

BRISTOL HOSPITAL CENTER FOR DIABETES
860.940.6300
102 North Street
Bristol, CT

BRISTOL HOSPITAL COUNSELING CENTER
860.583.5858
440-C North Main Street
Bristol, CT

BRISTOL HOSPITAL HOME CARE AGENCY
& HOSPICE
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222 Main Street
Bristol, CT

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240 Main Street
Bristol, CT

BRISTOL RADIOLOGY CENTER
860.584.0541
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Bristol, CT

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860.582.9355
842 Clark Avenue
Bristol, CT

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304 Spielman Highway
Burlington, CT

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860.284.6801
2 Spring Lane
Farmington, CT

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Emergency Department ................. 860.585.3273
Bristol Hospital Perioperative Center .... 860.585.3345
Bristol Hospital Cancer Care Center ..... 860.585.3400
Comprehensive Spine and Pain Center .... 860.585.3040
Connecticut Gastroenterology Institute ... 860.585.3838
Bristol Hospital Development Foundation ... 860.585.3365

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