



THE EDGE OF TECHNOLOGY.
THE PEAK OF HEALTH.

2018 ANNUAL REPORT

DKH DAY KIMBALL HEALTHCARE

A community partner of YaleNewHavenHealth



Our nonprofit community healthcare system is composed of Day Kimball Hospital, Day Kimball Medical Group with 13 locations in Northeast Connecticut, Day Kimball Healthcare at Home, and healthcare centers in Danielson, Dayville, Plainfield, and Putnam. Our comprehensive network offers more than 1,000 staff including nearly 300 associated, highly skilled physicians, surgeons and specialists. Learn more at daykimball.org.

Mission: Improve the health and wellbeing of our community by providing the best medical care.*

Vision: The premier regional health system creating excellence and innovation in patient care.*

Message from the Chairman of the Board

This past year has been a time of many positive changes and progress at our community hospital.

Through the tireless efforts of a dynamic leadership team; the professional and dedicated care of our doctors, nurses and staff; the diligent and talented administrative, finance, and facilities groups; and all the employees, volunteers, and community members, Day Kimball Healthcare (DKH) has affected a major turnaround through 2018.

Together, we have returned DKH to profitability. New revenue sources such as additional service lines and expanded clinical offerings have been instrumental in putting DKH on a positive path forward. But our objective was not just to change DKH's bottom line from red to black. Our fundamental goal is to provide a world-class network of doctors and specialists just minutes from home.

No matter which part of our regional community you call home, there is a Day Kimball Healthcare location nearby. Improving the health and wellbeing of our community by providing the best medical care is our guiding mission, and we fulfill that mission through the delivery of high-quality, compassionate health care and wellness services close to home.

Today, our health system includes our three divisions of Day Kimball Hospital, Day Kimball Medical Group and Day Kimball Healthcare at Home, nine service lines and more than fifty distinct services. In fiscal year 2018, more than 3,950 people were inpatients in our hospital, and our emergency department recorded nearly 24,000 visits. 648,257 services were provided in the outpatient setting in our hospital. Now more than ever before, our not-for-profit health system is improving lives and, in doing so, transforming the health of our region.

We are proud to be our region's largest health care system and employer generating more than \$258 million of economic impact. Yet the greatest measure of our impact is not recorded in dollars and cents. It is felt every day in homes where health has been restored and lives improved by our incredible teams who provide exceptional, compassionate care to patients and families every year.

Families rely on Day Kimball Healthcare to be there when they need them. And, as the healthcare environment continues to shift, one thing remains certain: our doors are always open, our lights are always on, and our caregivers are always ready to heal.

We're not finished. There's much more to do. But our growing confidence and excitement is rooted in the fact that we're not just fixing problems. Our performance this year was validation that we have the right strategy, and it's working. We're transforming Day Kimball Healthcare for fundamental, sustainable, long-term success.

On behalf of the Board of Directors, thank you for your trust, support, and confidence in our organization. We are striving each day to be your first choice for health and wellness.

Respectfully,

Joseph M. Adiletta
Chairman of the Board

Our Board of Directors

Joseph Adiletta
Chairman

Janice Thurlow
Vice Chairman

Karen Cole
Secretary

Jeffrey Paul
Treasurer

Edwin Higgins, Esq
Asst. Secretary/Asst. Treasurer

Michael Baum, MD

Anthony Chieffalo, MD

Peter Deary

Anne Diamond, JD

Kevin P. Johnston

Paul Matty, MD

Shawn McNerney

Kathy Rocha

Steven Schimmel, MD

Nancy Weiss

Message from the President and Chief Executive Officer

As your community hospital, our goal is to provide quality healthcare close to home. Deeply rooted in the Quiet Corner, Day Kimball Healthcare is woven into the fabric of community that connects us all.

Fundamentally, we believe health is at the heart of a community. And we believe the best health care is local. To that end, our health system is guided by people who call this community home. We know the finest in patient care requires a reinvestment of our resources back into our community in order to deliver great health care to the people of Northeast Connecticut.

Our contributions towards building a healthier community extend far beyond the great care and critical health services we provide. As the region's largest employer we provide great jobs to 1,409 people, and nearly every job at DKH creates another one outside of our health system, for a combined total annual payroll exceeding \$150 million. The money spent annually on goods and services required to provide quality healthcare flows from us to businesses, and ripples out into the wider economy for a combined total spend of \$97 million. Our capital spending is another important piece of our community's economic engine creating a combined total spend of \$9 million.

It's been a year of broad and significant progress; stabilizing our financial performance and bringing cutting edge medicine to our patients. We elevated our financial performance from a \$6.2 million dollar deficit in 2017 to a posted total revenue exceeding \$138 million, ending the year in black by \$557,673. A driving factor that contributed to significant financial and operational improvements across our organization was growth in patient volume in several of our clinical services, posting a total revenue increase of \$7.1 million.

As a trend-setter in care, we welcomed new experts, expanded access to existing services, and invested in new medical technologies, all with the goal of delivering the best care. But we know it takes more than science to make healthcare exceptional.

At DKH, we never forget that people are at the heart of what we do. Our talented professionals' commitment to outstanding care for our patients makes our health system unlike anywhere else. This dedication has served as a foundation on which we built our 2018 strategic plan to conquer the challenges, changes and opportunities that lie ahead.

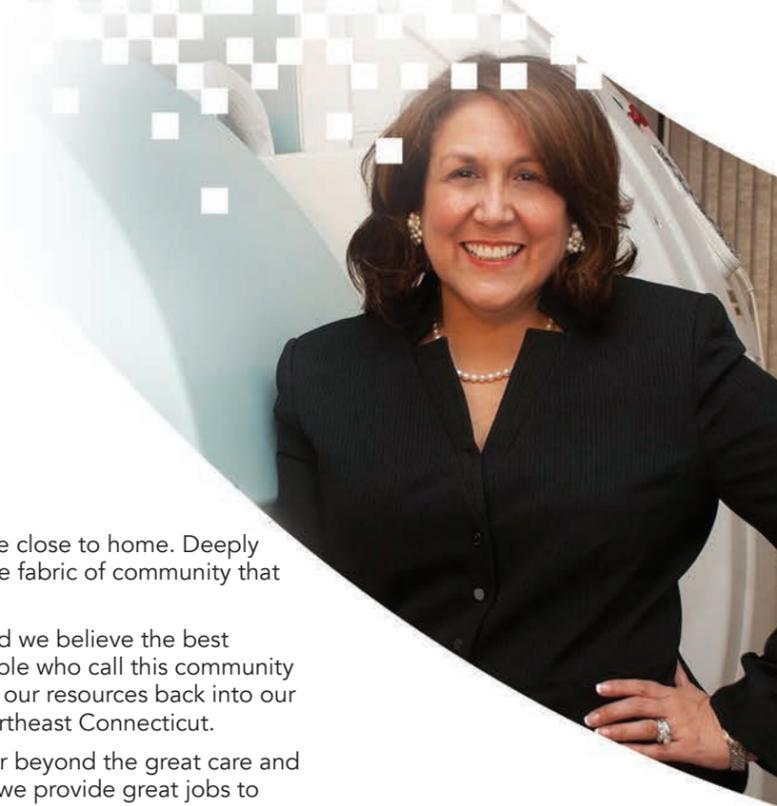
The core principles at the heart of our operations are expressed in five organizational pillars. Service; in all we do, we serve our patients and community. People are our most important asset; their talent and passion for care give life to our organization. Quality speaks to our values; providing excellent care, adhering to safety standards, and producing measurable results. Finance; we operate efficiently and intelligently to remain strong. Growth; where there is a need, we grow to meet it.

In our fiscal year 2018 annual report, we invite you to learn about the work we do every day to improve health and lives in the community we serve. I would like to thank our patients, community, and dedicated healthcare professionals for your insights, guidance, and support throughout this exciting time of growth and development.

We are a community hospital with big plans and even bigger expectations. We will continue to challenge ourselves and provide the best possible care to our patients. I could not be more excited about our future, and the opportunity to work with all of you to make it happen.

Sincerely,

Anne Diamond
President and CEO



Our Executive Team

Anne Diamond, JD
President and
Chief Executive Officer

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

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

Paul Beaudoin
Chief Financial Officer and
Vice President, Finance

Amanda Miller
Chief Experience Officer and
Director of Strategic Planning

Jeffrey Corrigan
Vice President, Human Resources

Matthew Roy
Executive Director,
Day Kimball Medical Group

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

*Approved by Board of Directors; to be voted upon at the Annual Meeting of the Corporators.

SERVICE | Improving the Patient Care Experience

We know our patients' experience is largely determined by the quality of care and service we deliver. In fiscal year 2018, we undertook several initiatives to help advance the delivery of high-quality care and service across our organization.

Partnerships for Care

We understand what services make sense for us to provide as a community healthcare network, and where a partnership is more effective in bringing needed services to our region. Our health system enjoys strong partnerships with leading organizations as we collaborate to improve the seamless delivery of care.

As a Yale New Haven Health (YNHH) community partner we are improving the value and delivery of health care in Northeast Connecticut. The InSight Tele-ICU service allows specially trained critical care nurses and physicians to provide patient monitoring and consulting support to our critical care team through the use of advanced telemedicine technology. Since the program's inception in December, approximately 15 of our most critical patients have been able to remain at our hospital this year.

We became one of eight hospitals in CT to offer hope and recovery from addiction to emergency department (ED) patients. Our partnership with Connecticut Community for Addiction Recovery is connecting overdose victims and individuals ready for recovery with trained coaches who are available on-call to assist patients admitted to the Hospital's ED with opioid overdose and other alcohol or drug related medical emergencies and link them to substance abuse disorder treatment and other recovery services in CT.

A new partnership with Sodexo USA, Inc., a leading provider of integrated hospital support services that enhance organizational

performance, is providing management and resources to DKH staff for the system services in the areas of Environmental Services, Food Service, Patient Transport and a Centralized Call center.

Investing in New Technology

We are at the forefront of a health care trend that is bringing more resources locally to better serve people in their communities. We know that technological innovation is transforming health care, that's why we are investing in that technology today to bring excellent care closer to our patients.

We have chosen GE Healthcare to bring the next generation of diagnostic imaging to our health system:

The latest in 3-D Mammography became available at Day Kimball Hospital and the Plainfield Healthcare Center. The Senographe Pristina Dueta is the industry's first hand-held patient-assisted compression device which offers comfort features, empowers patients to actively participate in their exam, and obtains multiple images of breast tissue to give doctors a clearer picture of masses, providing greater ability to detect breast disease.

The Optima™ XR240amx, a digital mobile x-ray system, enables radiographers to see fine details with exceptional contrast, providing fast, reliable and high IQ imaging.

The LOGIQ™ E9XDclear™ is an ultrasound system that provides the highest level of imaging performance. The system's ergonomic design makes it easier to use and position in smaller spaces.

Our Diagnostic Imaging services now offer vertebral augmentation, a spine stabilizing procedure performed in the outpatient setting. This technology provides rapid pain relief and fracture stabilization so our patients can return to their normal activities.

Enhanced Recovery After Surgery (ERAS) is a protocol designed by the medical community to improve surgical outcomes, decrease length of stay, surgical site infections, and the use of opioid and narcotic medications, and increase patient satisfaction by replacing traditional perioperative care with evidence-based best practices. The Hospital has been actively pursuing ERAS' implementation for over a year, began applying these protocols with our gynecologic hysterectomy surgical cases in April 2018, and will continue to expand ERAS protocols to other surgical care service lines.

Expanding Service Access

Part of being a premier provider of health care is having the vision, strategy and fortitude to grow access to care, providers, and technology in order to meet the health needs of our community both today and into the future. It's an incredible feat to accomplish in today's health care environment, particularly for an independent community

appropriate resources. These issues have a larger effect on patient wellness than genetics or health factors. The project, called The Connecticut Social Health Initiative, is being spearheaded by the Connecticut Hospital Association and is funded by a grant from the Connecticut Health Foundation.

Refining the Patient Experience

Our efforts to operate more efficiently are better served when patient experience is top of mind. To create a better experience, we have focused on patient centered care, ensuring both our patients' healthcare and personal needs are met.

It is essential that our patients understand the information they receive during their hospital stay and know how to continue managing their care at home. To improve the patient discharge process, we administered a customer experience initiative to recreate our Patient Discharge



hospital and health care system, but this year, DKH continued to rise to the challenge.

Day Kimball Medical Group (DKMG) practices restructured their patient access model leading to increased patient volume in all 13 medical practices, resulting in 1,853 new patients. In addition, DKMG partnered with Everseat, an online app that allows new and existing patients to schedule primary and specialty care appointments through the Everseat mobile app or on daykimball.org/booknow. Users now have the ability to choose and book a new patient appointment, annual physicals, same-day sick visits, and receive alerts if an earlier appointment opens up.

DKH Physical Medicine in Danielson is now offering Vestibular Rehabilitation, a program that helps identify, treat, and improve problems associated with balance and vestibular difficulties. Patients who have been diagnosed with imbalance, vertigo, Meniere's syndrome, migraines, and those who have had a stroke or brain injury or who frequently fall can now benefit from this therapy.

Improving Social Determinants of Health

Day Kimball Hospital has been chosen as one of four CT hospitals to participate in a project that is testing ways to determine if patients have needs related to housing, employment, food insecurity, and transportation – factors that are not traditionally part of medical care but have significant impact on health – in order to refer them to

Instructions Folder enabling patients and caregivers to easily locate discharge instructions, medication information, or educational material.

DKH's Laboratory implemented Qminder, a new way of checking patients in for services. Qminder is a customer service and a queue management system that is providing our patients with a better waiting experience. It replaces sign-in sheets and take-a-number systems with an iPad based solution to queue visitors up more efficiently and privately.

There's a new staff member at the Hospital, and she's a big hit with the patients. We gave a warm welcome to Zina, our newest therapy dog, who completed special therapy dog classes and received an official DKH identification badge with her handler, Marie Franzino. Zina spent her first day in her new position as a caregiver and companion for patients and families in the Rose Bove LaRose Cancer Center on March 9, 2018.

A chain of charitable giving led to a poignant new ritual for cancer patients at the Hospital. What began as a donation from the Thompson Middle School PTO to the Rose Bove LaRose Cancer Center sparked a meaningful way for the Cancer Center's patients to mark an important milestone – their last treatment – and celebrate their survival. Patients ring a donated ship's bell stationed in the chemo room upon completion of their treatment regimen.

PEOPLE | Improving Staff Engagement

As we seek to continually improve the delivery of health care in our region, we must recognize and cultivate talent within our organization. One of the most important things we can do is invest in our employees' professional development through various learning opportunities, continuing education classes, and tuition reimbursement for those pursuing degrees.

Developing Future Leaders

Leadership development is a practice not a goal. It cultivates the leader, advances the organization, focuses on growth, performance, emotional intelligence, and drives innovation. It is about intentional communication and creating an intentional culture.

This year we teamed up with the Studer Group, to bring a "Leadership Develop Institute" to leaders to expand their capabilities and be more effective in their roles. DKH has adopted a structured leadership model in which administrative and physician leaders work together to direct our clinical operations ultimately improving our organization and transforming healthcare.

DKH relies on our executives, directors, managers, supervisors, team leaders, and charge nurses to take critical messages to the front line. Resulting from our learnings with both Press Ganey's Healthcare Performance Improvement and the Studer Group, we have improved our daily safety huddle to better align our communication goals, actions and results. Safety huddles are a succinct way to kick off every day and shift, and are necessary to drive outcomes. These huddles act as a forum for recognition and connect our staff back to their sense of purpose for the work they do every day. Huddles are vital in the development of robust process improvement and quality efforts.

A Culture of Transparency

Transparency within our health system has a big impact on culture, therefore it's important to have open lines of communication. This year we implemented innovative team structures to improve operational transparency including monthly memorandum updates from our President and CEO, quarterly "Town Hall" meetings and "Coffee with the President" sessions. These structures offer the team timely updates and plans about what's happening across our organization as we move forward.

Promoting Staff Engagement

An engaged employee base leads to improved quality, financial performance and a better patient experience. We wholeheartedly believe investments in our employees are investments in the future of DKH.

DKH advocated for small community hospitals at the state capitol for Connecticut Hospital Day on April 4. Our thanks go out to all Northeast Connecticut legislators for their support of hospitals and healthcare in our communities, especially State Representatives Danny Rovero and Anne Dauphinais who met with staff that day.

DKH celebrated National Hospital Week and National Nurses Week during May 6-12 and recognized our dedicated employees for their contributions. Staff were offered a free meal, a badge lanyard, a special message on WINY's marquee, and a Nurses Dinner at Grill 37 which honored the nursing staff.

This year ten nurses received our organization's Nightingale Award for Excellence in Nursing, and were honored at an awards banquet on May 3 at the Mystic Marriott in New London. Congratulations to: Beth Dabrowski, ACU; Valerie Deloge, ICU; Deborah DeMarco-Perry, Med/Surg; Sharon (Laurito) Hope Bell, Hematology/Oncology; Melissa Johnston, ED; Laura A. Kroll, HomeCare; Michelle T. Letendre, MCH; Vanmaly Sangasy, IV Team/Oncology; Cynthia Solitro, Behavioral Health.

Appreciating our Dedicated Volunteers

Our volunteers provide invaluable service and convey a special spirit of giving to our hospital each and every day. On April 13, DKH recognized its 127 adult volunteers, who donated more than 20,000 hours this past year, with an appreciation luncheon held at the Connecticut National Golf Club in Putnam. During the program, 81 volunteers were awarded pins for significant amounts of hours given, and 8 of those volunteers received awards for dedicating 10 years or more of service.

Recognizing our Exemplary Employees

We are so fortunate to have the dedication and commitment of so many exemplary employees. The Employee of the Month program serves to motivate and reward employees for admirable work above and beyond that which is required by a position's description. The following individuals personify the character, commitment and quality of care and service that we strive to provide every day to every patient.



DKH's Northeast Connecticut Relay for Life Well Wishers Team pictured at the relay held in May at the Brooklyn Fairgrounds.



DKH's first "Warmth & Wellness" Holiday Drive collected personal care and warmth items that were distributed locally to our neighbors in need.



DKH leaders accepted five Norwich Bulletin's Reader's Choice Northeastern, CT Awards on behalf of the organization at a red carpet dinner in September at Mansion at Bald Hill in Woodstock.



DKH lab staff wearing Lucky Day Kimball t-shirts in March. Special thanks to Elaine Turner who created the shirt graphic!



DKH celebrated "Day Kimball Day" at the Woodstock Fair on September 1 and offered staff free admission into the Fairgrounds, entertainment, and much more.

Congratulations and thank you to these Employees of the Month:

Judith Favreau, RN
Case Manager
Day Kimball Healthcare

Stephanie Schapp
Medical Assistant
DKMG in Danielson

Janet Yannotti, RN
Ambulatory Care Unit
Day Kimball Hospital

Lindsay Ferrer
Radiologic Technologist
Diagnostic Imaging
Day Kimball Hospital

Matthew Kenney
Occupational Therapist
Physical Medicine and
Rehabilitation
Plainfield Healthcare Center

Heather Crouch
Phlebotomist
Laboratory and Blood Draw
Day Kimball Healthcare

Jennifer LeClair
Night Cook
Nutritional Services
Day Kimball Hospital

Jessica Provencher, RN
Intensive Care Unit
Day Kimball Hospital

Jillian Mancini
Staff Pharmacist
Pharmacy
Day Kimball Hospital

Stacey Jones
Lead Phlebotomist
Laboratory and Blood Draw
Day Kimball Healthcare

Michelle Dickinson, RN
Operating Room Charge
Nurse
Day Kimball Hospital

Chris Lavallee
Education Training Assistant
Day Kimball Healthcare

FINANCE | Stabilize Financial Performance

Day Kimball Healthcare's financial performance as the region's largest health care provider and employer is of critical importance to the community we serve. Our health system's leaders are focused on their responsibility to guide DKH in a way that allows us to meet our community's needs and to reinvest our earnings in the health and wellbeing of Northeast Connecticut.

Financial Turnaround

Day Kimball Healthcare underwent a major turnaround this year. We made broad and significant progress; accomplishing more than expected, and in many cases, surpassing our goals. In fiscal year 2018, Day Kimball Healthcare posted total revenue exceeding \$138 million. Our operating results improved from a loss of \$6.2 million in fiscal year 2017 to an operating gain of \$557,673 this fiscal year.

Growth in Patient Volume

Several factors contributed to significant financial and operational improvements across our organization. First and foremost was growth in patient volume in several of our clinical services. Our oncology program saw chemotherapy related visits grow by 15% over the previous year. Other services showing significant growth included Emergency Department visits (5%), Endoscopy procedures (6%), Wound Clinic visits and procedures (9%), and observation cases (10%). Also contributing to higher patient volumes was the establishment of the Tele-ICU program with Yale New Haven Health which allowed Day Kimball Hospital to retain more patients by reducing the number of transfers out of our Emergency Department. Net patient revenue for the system grew by \$7.1 million.

Operations Optimized

At the same time that Hospital patient volume and revenue were experiencing tremendous growth, we were able to continue our focus on operating efficiently. Total operating expenses, when factoring out the significant increase in the state revenue tax, were reduced year over year by \$593,000.

Expense management is a critical component of the success of our operations. We continue to look for additional opportunities to reduce expenses around staff productivity and leverage our community partnership with Yale New Haven Health, while exploring other avenues for cost savings. Just one example of many cost saving initiatives under way is the utilization of a telecommunications consultant who assisted us with lowering these operating expenses by over \$100,000 on an annual basis.

We understand and take seriously our responsibility as stewards of our community's health care resources. Each year our health system provides lifesaving care to thousands of local residents, regardless of their ability

to pay. And we invest millions of dollars in our facilities, technologies and services to better meet the health care needs of our region, as illustrated in this annual report.

By investing in the future of Northeast CT, we will strengthen our economy, put our community to work, and deliver the quality, affordable care that our families deserve. This requires careful management of our resources so that we can grow responsibly. We will continue to optimize our performance which is essential in funding DKH's guiding mission and ensuring we remain our region's distinguished partner in health and wellness today and tomorrow.

300

Highly skilled
physicians,
surgeons &
specialists



Revenue

138

Million

Lower Operating Expenses

100

Thousand

Message from the Woman's Board



Gina Barrows, Kim Lecuyer, Kelley Rochefort, Pauline Moore, Pam Bouten, Amanda Simoneau at the annual Ladies Only! Golf Tournament.



Members of the Woman's Board at the Annual Spring Meeting.



Pam Kempain, Eilleen Brouillard, Pam's twin sister and MaryBeth Leonard kicking it up at the Cinco de Mayo Spring Luncheon.



Myrna Paulhus is our recording Secretary. attending our December meeting at Anya, a new restaurant in Thompson, CT.



Mary Collins, Louise Keibel, Nancy Keibel Dziki and Linda Sullivan share their friendship at Author Night.



David Margolick, a local boy who came back from NYC to speak at our Author Night, signing books for a fan.



Jan Blanchette and Gladys Tucker, two wonderful ladies who have planned our lunch and dinner meetings for 5 years.

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

Our current pledge of \$200,000 will provide funding for room renovations to the Burdick Family Birthing Center. We anticipate paying off this pledge in 2021 and look forward to choosing a new pledge to foster local, high quality care for our families, friends and neighbors in Northeastern Connecticut. The successful fundraising events and money earned from the Gift Shop enabled a donation of \$36,853 to complete our previous pledge for the BabySafe Monitoring System.

The Woman's Board also pays for newspapers to be delivered to patients, donates to the Chaplaincy Fund, gives flowers to new mothers on Mother's Day, and decorates the lunch trays of patients in the Hospital on Christmas Day.

Members meet quarterly for a lunch or dinner meeting, in the spring for a May Breakfast, and as needed to plan fundraisers. Remembering Moses Day Kimball on his birthday is something we do each year at the request of his mother, Susan Kimball. This year we will celebrate the 125th anniversary of the Woman's Board, originally named the Ladies' Aid Society. More information about the Woman's Board can be found at daykimball.org/womansboard.

Sincerely,

Nancy Dziki, President
Day Kimball Hospital Woman's Board

QUALITY | Developing a Framework for a Highly Reliable Organization

DKH has consistently been recognized for excellence in clinical care, patient safety, and patient experience. Our facilities earned several national awards and recognitions this past fiscal year. The level of quality and excellence these awards signify is of tremendous importance to the community we serve. Quality care and outstanding patient experience are the result of countless actions taken daily by the devoted professionals in our organization. Excellence designations distinguish an environment where staff feel valued and supported by leadership, and recognize our organization for nurturing a culture where staff take pride in our health system and are motivated to do their best every day to care for our patients and one another.

Becoming a High Reliability Organization

The number one priority for CT hospitals is ensuring patient safety while delivering high-quality care. To this end, DKH is systematically

regularly evaluating our quality performance and safety procedures, learning from what we find, and using that knowledge for continual process and performance improvement. This has allowed our hospital to be one of the very few to achieve zero adverse events.

To further mature our HRO journey, we have partnered with Press Ganey's Healthcare Performance Improvement (HPI) strategic consulting team. Press Ganey is a leading provider of patient experience measurement, performance analytics and high reliability quality advisory solutions for health care organizations. This partnership has yielded leadership training strategies and clinical staff training techniques with proven methods for building and sustaining a culture of safety and high reliability, which is being deployed across the system.

Associates, a Medicare and Medicaid Services (CMS)-approved administrator of the Hospice CAHPS (Consumer Assessment of Healthcare Providers and Systems) Survey. Award criteria were based on scores obtained from the CAHPS survey for 2017 which measures the experiences of people receiving home health care from Medicare-certified home health agencies. Based on a comparative analysis of survey results for "Overall Satisfaction" and "Likelihood of Recommendation," Hospice & Palliative Care of NECT has been ranked in the top 25 percent of national best practice hospice organizations.

Day Kimball Hospital earned an "A" from Leapfrog, a national nonprofit health care ratings organization, placing us among the top third of all

physicians, nurses and other professionals, we are taking our commitment to excellence a step further by pursuing specialized certifications, including:

The Accreditation Committee of the College of American Pathologists (CAP) has again awarded accreditation to Day Kimball Hospital Laboratory based on results of an on-site inspection as part of the CAP's Accreditation Programs. Having a CAP accredited laboratory that provides quality, trusted results, is an essential resource for area residents. In addition to the CAP accreditation, the Laboratory is also accredited by The Joint Commission and the CT



advancing toward recognition as a high reliability organization (HRO). Our journey toward becoming an HRO focuses on improving reliability through better process design, building a culture of reliability, and leveraging human factors by creating intuitive designs that help people do the right thing. We have trained nearly 1,000 staff and physicians so far on high reliability and we are already seeing its concepts applied throughout our health system.

High reliability in healthcare means excellent quality care is consistently delivered for every patient, every time, with a commitment to zero preventable harm. Among the 28 acute-care hospitals in CT, Day Kimball Hospital was one of three that reported zero adverse events in 2017. An adverse event is a reportable incident that caused harm to a patient, such as bed sores, falls, perforations or errors occurring during surgery, and other events. Providing the best and safest care possible is a goal that requires constant vigilance. We do that by

Quality Care for Every Patient

Our commitment to providing the safest and highest quality care to patients is unrelenting. We measure our performance against our own rigorous standards as

well as compare the outcomes of our care with top health systems nationwide. Sharing our results with the public is an obligation and a critical factor in our continuous pursuit of excellence.

Here are some highlights of quality care achievements throughout this fiscal year:

On a CT Medicare report for timely treatment of sepsis, Day Kimball Hospital earned a top score of 84 percent, scoring better than all other CT hospitals, and well above the state and national average. And, DKH has been asked to train other state hospitals on sepsis best practices.

Hospice & Palliative Care of NECT was one of nine agencies in the country to be honored with a 2018 Patient Satisfaction Award of Distinction by Fazzi

hospitals in the state and the nation for patient safety. We were one of 832 hospitals across the country and seven in CT to earn the "A" rating. This recognition confirms our commitment to keeping our patients safe and meeting the highest safety standards in the country.

This year our staff was introduced to the AIDET® philosophy, created by Studer Group as a foundational tactic for effective patient communication. AIDET® is now being used by all staff involved in patient and family encounters at the bedside and across the continuum of care. AIDET® is a framework for healthcare professionals to communicate in a way that decreases patient anxiety, increases patient compliance, and improves clinical outcomes. AIDET® stands for five communication behaviors: Acknowledge, Introduce, Duration, Explanation, and Thank You.

Excellence within our Health System

While awards and rankings are a welcomed validation of the excellent work being done within our health system, of more significance to the delivery of patient care is our pursuit of voluntary clinical accreditations. Within our clinical programs and service lines, teams of

Department of Health. Day Kimball Hospital provided nearly 400,000 diagnostic tests this year.

Day Kimball has again been granted three-year Accreditation with Commendation from the Commission on Cancer (CoC) of the American College of Surgeons (ACoS) for our Community Cancer Program. Through the CoC, our cancer program has access to reporting tools to aid in benchmarking and improving patient outcomes as well as educational and training opportunities, development resources, and advocacy. For the patients and the community, the quality standards established by the CoC for cancer programs ensure comprehensive, quality cancer care, close to home.

The Hospital earned a 4-star rating from the Centers for Medicare and Medicaid Services placing us in the top 20% of all hospitals nationwide. The ratings are based on each hospital's performance across more than 50 quality measures.

Day Kimball Healthcare attained recertification by the Joint Commission as an advanced primary stroke center. And, the Hospital again received a Gold Seal of Approval™ from the Joint Commission for both our knee and hip replacement programs. These certifications validate our efforts to deliver top-of-class care and results.

Growth | Develop and Implement a Strategic Plan

We recognize the need for high-quality health and wellness services close to home. We seek to meet our community's need for quality, trusted health and wellness services. That means reinvesting in existing facilities, technologies, people, and programs that will advance the delivery of health care. As our region's largest health system, DKH is committed to meeting that need through responsible growth.

Building a Sustainable Future

With an understanding of fiscal realities and the overall direction of our healthcare system, we have built an ambitious but realistic vision to keep our hospital and our community strong and healthy through the development of multi-year strategic goals.

This plan will guide our health system's work in effectively carrying out our roles and responsibilities aimed at advancing health care and wellbeing in Northeast Connecticut. The promise of creating this shared vision, and working to accomplish a common mission, is the opportunity to move forward together beyond the sum of what any one of us can accomplish alone.

The development of this plan has reinforced our belief in both the strength each employee, provider, and volunteer brings, and the critical role of partnership and collaboration in our health system. It has also affirmed that we are stable and well-positioned for growth and development, despite the rapidly changing healthcare landscape.

This strategic plan provides a broad roadmap for DKH and is intended to be a dynamic and integrated effort. The overarching goals focused on quality, growth, and financial stability, will be achieved by many hands and talents and will provide a balanced framework of what needs to be done to reach our vision and fulfill our mission.

The most exciting changes are the ones we can't even imagine at the end of 2018 because they're still just ideas. But because of our new emphasis on strategic planning, these ideas can be a point of conversation that bring us closer to transforming patient care. Through this strategic plan, DKH will provide innovative solutions while also focusing on quality and the integration of patient care.

Expanding Our Team

Day Kimball Healthcare maintains its skilled physician base through excellent staff and expert professionals. Physician recruitment is a strategic imperative for our health system and our community. This year we grew our physician network to better meet the region's needs while building a critical mass of services across the full continuum of care.

We have successfully recruited numerous physicians and clinicians including two new OB/GYNs, a psychiatrist, urologist, a new director of emergency medicine, a pediatrician and several primary care doctors. And, we

are currently exploring joint ventures and affiliations to address comprehensive cancer care, cardiac care, and orthopedic services.

We have identified recruiting opportunities for primary, specialty, and sub-specialty care in the areas of OB/GYN, urology, neurology, endocrinology, behavioral health, in addition to long term success planning for general and orthopedic surgery. By strengthening and growing our services we are able to keep more care local and within our system.

DKH's management team has focused on optimizing the business performance of Day Kimball Medical Group and its value to the health system. According to the Medical Group Management Association, 95 percent of DKMG physicians now work above the national median benchmark for productivity. DKMG employs a robust group of primary care physicians and advanced practice clinicians, in addition to a growing number of specialists in the areas of primary care, specialty care, surgical care, and inpatient medicine. As the group advanced over the past year, it experienced 29,732 active patients which yielded 112,521 patient visits.

The Day Kimball Medical Group has worked diligently to control costs and improve productivity. These efforts are paying off with increased patient visits as described above. Under the leadership of Matthew Roy, Executive Director of the Day Kimball Medical Group, our senior leadership team, and our practice managers, we have developed an operational plan for the coming year which will help to ensure the sustainability of the medical group as a vital part of Day Kimball Healthcare.



Your Care. Your Cure. Your Hospital.

Day Kimball Healthcare has a solid foundation for cancer care. The Hospital adheres to the strictest national standards and holds accreditation from the American College of Surgeons Commission on Cancer. Our physicians are board-certified, and we have state-of-the-art equipment and technologies. But based on ongoing analysis, there is a growing need to expand the cancer care services in our community. As with everything we have to do in health care, we must evolve our cancer care practice as we strive to continue to provide high quality and comprehensive cancer care.

It is a well-known fact that DKH is a leading cancer provider in the region as it relates to awareness, screening, diagnosis, and survivorship. But when it comes to ensuring the complete care of our patients – their treatments, therapies, and the comprehensive cancer care they need and deserve – the breadth and depth of what we have been able to provide has become limited by the confines of our physical plant. Staying ahead of cancer and providing top-quality care comes with a cost.

Now is the time for your community hospital to lead the way in comprehensive cancer care and research for the residents of Northeastern Connecticut. The Board of Directors at Day Kimball Hospital unanimously voted to support a capital campaign for cancer care at Day Kimball Hospital.

The "Your Care. Your Cure. Your Hospital." campaign launched this past year and is currently in the quiet phase with a goal of raising \$3 million by the end of 2020.

The expansion of cancer care at Day Kimball Hospital revolves around the renovation and reconfiguration of the physical infrastructure that can accommodate the volume and diversity of patient procedures and services needed.

The vision for the future of cancer care at Day Kimball Hospital is to provide the region with the most comprehensive care that's close to home. The need to move forward for our community is more evident than ever.

Engaging the Community

Day Kimball Hospital has remained at the forefront of healthcare for our community because of tremendous support from friends and community partners who step up each year for hospital initiatives and annual events. This year was no exception and another example of the power of an engaged, caring community, and the amazing community spirit and generosity that surrounds us in Northeast Connecticut.

In addition to responding to our annual appeal, fulfilling capital pledges, and including Day Kimball as part of their legacy, hundreds of individuals, organizations, and business community partners helped organize, contribute to, and participate in numerous special events that accounted for 41% of the \$551,622 received in monetary support at the close of fiscal year 2018.

Special event revenue totaled \$225,100, benefiting equipment and upgrades at the Hospital; vital At-Home services including HomeCare, HomeMakers, and Hospice & Palliative Care which are not covered by insurance; and the Northeast Connecticut Cancer Fund of DKH (the NECT Fund) which provides financial assistance for cancer-related screenings and treatments for uninsured and under-insured patients.

One of our most significant fundraising events continues to be the Day Kimball Hospital Putnam Bank Golf Classic, raising over \$104,000 to support hospital initiatives and

services. The 28th annual Tree of Life Ceremony which specifically benefits our At-Home services of Hospice & Palliative Care took place across 11 towns in the region and raised \$32,285 to enhance the lives of terminally ill patients and their families. Pumpkins and Pearls, a silent and live auction, raised \$17,868 to benefit all three At-Home services.

Several other events supported the NECT Fund, including the NECT Cancer Walk and Race; Divine Wine Tasting; Cruisin' for Cancer Care; and the Cruisin' for Cancer Care Committee's Guest Bartender Night, collectively raising \$42,297 for cancer-related services.

Additionally, cancer care continued to benefit from the initiatives of individuals and community groups who organized their own fundraisers. Through the generosity and enthusiasm of the Northeast Cancer Crusaders, staff at Putnam Bank (Scoops Night), individuals like Missy Bonsall (Hike for Hope), and Lance Collins and his family (Paddle for a Cure), another \$3,175 was raised for the NECT Fund and \$24,618 for the Rose Bove LaRose Oncology Fund.

We cannot thank our sponsors, participants, and volunteers enough for helping us provide the Hospital and its services with significant funds that so positively impact patient care.

Celebrating 125 Years of Service

In many ways, DKH's story is also the story of the city of Putnam and Northeast CT. In 2019, the "hospital on the hill" will have been part of life around here for 125 years. Founded for the community, by the community, the hospital was the inspiration of the Vinton sisters, who had a vision for the "Windham County Infirmary."

Mrs. M. Day Kimball donated \$5,000 for the construction of the infirmary building in memory of her deceased son, Moses Day Kimball, with the condition that the institution be named after him. Other Kimball family members and community supporters contributed additional donations and on September 1, 1894, Day Kimball Hospital was born.

DKH has counted on the generosity of its community since 1894, enabling us to invest in our facilities, medical equipment, and technology, to improve patient experience and outcomes. Over the years, we've grown and advanced to meet the healthcare needs of our community. Many doctors, nurses and staff have come through our doors; many children have been born; and thousands of people have received comprehensive health care at their community hospital.

Caring for the Community. Today and Tomorrow.

We are privileged to stand on the shoulders of transformational leaders who came before us. Their vision and courage has positioned DKH to continue fulfilling our mission to the community we serve for years to come. Our multi-year strategic plan is a guidepost for our organization to reach new milestones and achievements that define the next great era for DKH. It's built on a simple, but powerful, premise: to redefine what it means to be a community hospital. In the coming years, we will strive to serve more people more efficiently with even better outcomes.

As we move forward, we are guided by principles of service; connecting patients to care, people; investing in our staff, quality; enculturating high reliability, finance; elevating our positive financial performance, growth; strengthening and growing our clinical services, and strategy as we seek a partner with a shared vision.

This is our platform for change. Our plan sets the stage for DKH to take bold, focused, and deliberate action to shape the future of health care. We look forward to implementing our plan with vigor and passion. We owe it to ourselves, and to those we serve, to do no less.

Our goals are clear, our teams are aligned, and our future has never looked brighter.



Executive Director of DKH At-Home Renee Smith (far front right) with members of the At Home Team at the Pumpkins & Pearls Auction held at Roseland Park in Woodstock on October 13, 2017.



Members of the Oncology Team at the Guest Bartender Night hosted by the Black Dog Bar & Grille on March 28, 2018.



Cruisin' for Cancer Care committee members (l to r) Pat Hedenberg, Kristen Willis, Jim Perry, Deb DeMarco-Perry, Mike Trudeau, and Nancy Kenyon celebrating the 15th anniversary of the event at the new location of Thompson Speedway Motorsports Park.



StoneHurst at Hampton Valley was the new host for our Winetasting event which raised \$6,000 for the NECT Cancer Fund. The Winetasting Committee was led by a group of Putnam Bank volunteers including (l to r): Barbara Elliot, Lynn Bourque, Brandy Hapgood, Shanon Sabourin, and Joyce McOsker



Local veterans and heroes with host Mike Deary (far right) who made up the scooping teams at Deary Bros. Mike's Stand for the annual Scoops Night held on August 9, 2018 to benefit the NE CT Cancer Fund of DKH



Over 75 friends and family led the 2018 Walk & Run for the NECT Cancer Fund on August 11 in memory of Angel Ambassador, Shannon Labonte. More than 300 participants walked, ran, volunteered, and lent their support to raise \$18,000 in financial assistance for cancer treatment services at DKH.



The Town of Eastford celebrated its first Tree of Life ceremony, bringing the area celebration on December 3, 2017 to a total of 11 towns for the 28th annual celebration. Pictured (front l to r) are honorary tree lighters Nancy and Russell Mayhew with host Pastor Mike Moran, along with carolers from the congregation and Eastford community.



Lance Collins and family (seated front) with paddlers and supporters at the 8th annual Paddle for a Cure on June 10, 2018. This year's event raised \$9,500 for new chairs in the Oncology unit at DKH. The total funds raised through the hard work and dedication of the Collins family has risen to over \$74,000 in support of cancer care at DKH.



Special guest Coach Jim Calhoun (far left) with members of the Putnam Bank Title Sponsor Team of Gary Rawson, Dick Loomis and Jim West, along with the DKH foursome of Kristen Willis, Dr. John Graham, Matt Roy, and Ed Higgins at the Day Kimball Hospital Putnam Bank Classic Golf Classic. Over 130 local and regional sponsors, and more than 250 golfers, volunteers, and guests supported the event held at Connecticut National Golf Club on July 12, 2018.



The Joint Commission Gold Seal of Approval for Joint Replacement Certification



DKH DAY KIMBALL HEALTHCARE

A community partner of YaleNewHavenHealth

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