

CARING FOR THE COMMUNITY.
YESTERDAY, TODAY AND TOMORROW.



2019 ANNUAL REPORT

DKH DAY KIMBALL HEALTHCARE

A community partner of YaleNewHavenHealth

MESSAGE Chairman of the Board

This year marked an important milestone for Day Kimball Healthcare – our 125th anniversary of providing high quality, compassionate care to the Northeast Connecticut community.

When we reflect upon the history of the hospital, the story of community that emerges is truly remarkable. Since 1894, our patients have benefited from the community's resolve to support Day Kimball Healthcare in order to ensure that quality health care services are available locally. As a result, today we have a modern, integrated health care system and access to a level of medical services, technology, and expertise, rarely found in a small, rural community such as ours.

For Day Kimball Healthcare, 2019 was a year of challenges, change and through it all, achievement. Challenges and change are not unique to Day Kimball, but the way our organization has responded to them is. And because of that response – that dedication to our mission within our organization despite the many pressures from without – we have emerged stronger.

Today the tides of change continue, most recently with the resignation of President and CEO Anne Diamond. Anne successfully led our organization through some very challenging times, and today Day Kimball is in a better place. We're grateful for Anne's contributions to our organization and community, and we wish her well.

As we enter 2020, we do so with a new direction and a fresh vision for our future. We are poised to become a new breed of community hospital by using our technology and clinical partnerships to bring 21st century healthcare to Northeast Connecticut.

Progress comes only when you have truly talented doctors and dedicated teams of caregivers and support staff that have the skills and dedication needed to provide top-quality care. The work we have done in improving our quality rankings, stabilizing our financial position, and investing in technology are tangible proof that we are advancing, and these achievements make us an attractive partner for a strategic affiliation.

As we continue our search for the right strategic partner, we remain focused on building upon our strengths utilizing partnerships with other respected healthcare systems, such as our existing clinical partnership with UMass Memorial Medical Center and our business partnership with Yale New Haven Health for cost-efficient materials managing and purchasing. Partnerships such as these, combined with our own clinical and business expertise and accomplishments, mean that we can continue to stand strong as we build the next phase of our evolution.

As we undergo great change and look forward to a very bright future, we proudly reflect back on 125 years of excellence and our longstanding partnership with the community. That is what brought us to where we are today, and it is what will continue to move us forward for generations to come.

On behalf of the Board of Directors, thank you for your continued support. We are grateful every day for the trust you have placed in us, and we are honored to be our community's first choice for health and wellness.

Respectfully,



Janice Thurlow
Chairman of the Board



Janice Thurlow
Chairman of the Board

About Day Kimball Healthcare

Our nonprofit community healthcare system is composed of Day Kimball Hospital, Day Kimball Medical Group with 12 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.

Our Board of Directors

Janice Thurlow
Chairman of the Board

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Secretary

Jeffrey Paul
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Shawn Mc Nerney
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Steven Schimmel, MD
Nancy Weiss



Paul Beaudoin
CFO and CEO



Joseph Adiletta
President

Our Executive Team

Paul Beaudoin
Chief Financial Officer and
Chief Executive Officer

Joseph Adiletta
President

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

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

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

When the Windham County Infirmary, predecessor to Day Kimball Hospital, opened its doors in 1894, we quickly became a landmark in the local community, rooted in strong service and dedicated to health care excellence. In our anniversary year, it's fitting to reflect on how far the journey has taken us, and the heights we stand poised to reach.

Throughout Day Kimball Healthcare's history, all that we do has been guided by the inspiration of our founders, who had the vision of establishing the area's first in-residence infirmary to provide vital health care services to meet the needs of our community. And the result today is a health system delivering care close to home for the people of Northeast Connecticut.

Times may have changed, but over the past 125 years, Day Kimball Healthcare has responded to the needs of its community while navigating changes in health care – from keeping abreast of the latest medical breakthroughs and rapidly advancing technology, to meeting the challenges of health care reform and the rising costs of medical care. At every step of the way, we have remained true to our vision and values, and we have excelled.

Without a doubt, Day Kimball Healthcare is the hometown health care provider for this proud region. We're honored to be such an integral part of this community's history, and we keep moving forward to meet evolving needs – today, and for years to come.

Our commitment to the community goes hand-in-hand with a pledge to provide the highest quality of health care and to continue to grow and develop. Our growth is fueled by the belief that our patients deserve access to the best, most talented and community-minded medical team and advanced treatments.

While our fiscal health is sound, our strength is more than just numbers on a balance sheet. It's about people. We're recruiting talented people to join our team; delivering compassionate, high-quality care; and going the extra mile to ensure that every patient and visitor has the best possible experience.

This year, we continued to remain focused on the fundamental principles that guide our operations. Those principles are expressed in six organizational pillars – **1) service;** connecting to care, **2) people;** investing in our staff, **3) quality;** enculturating high reliability, **4) finance;** elevating our positive financial performance, **5) growth;** strengthening and growing our clinical services, and **6) strategy;** as we seek a partner with a shared vision. Every day, we build upon our pillars to ensure we are doing the right thing, always, for the patients we serve.

We are pleased to present our fiscal year 2019 annual report to the community. This is only a snapshot of the many exciting developments underway at Day Kimball Healthcare as we continue to improve health and lives in the community we serve.

On behalf of our entire staff, thank you for your continued support of your community hospital. Together we're standing strong.

We will remember 2019 as our 125th year of caring for the people of Northeast Connecticut. And with our community, we rise in pursuit of our mission: **to improve the health and wellbeing of our community by providing the best medical care.**

Sincerely,


Paul Beaudoin
CFO and CEO


Joseph Adiletta
President

MESSAGE President of the Medical Staff

As we reflect on and celebrate our accomplishments over 125 years, our commitment to the Northeast Connecticut community is as strong as ever.

In its origins, Day Kimball Hospital's medical staff consisted of only 3 consulting physicians, Dr. George Bowen, Dr. Lowell Holbrook, and Dr. Seldom B. Overlock.

Over the course of Day Kimball's history, our medical staff has grown in number and expertise to meet the health care needs of our community. Today, the walls of the Physician Hall of Fame located in the Seldom B. Overlock Wing at Day Kimball Hospital are lined with framed photos of 74 physicians who have given a quarter century of service to the hospital. Each of the doctors, in their own way, had a profound and lasting influence on health care in Northeast Connecticut.

Most noteworthy is Dr. Overlock's legacy which continues to enhance services provided at our hospital to this very day. Dr. Overlock arrived at Day Kimball in 1894 and became Chief of Staff with a practice spanning all aspects of medicine and surgery. He left the bulk of his estate in trust to Day Kimball upon his death in 1934 to be used for future additions or reconstructions at the hospital. That visionary gift from Dr. Overlock – who cared so much for his patients and the community hospital they depended upon – is now valued at nearly one half million dollars.

We maintain our skilled physician base through excellent staff and expert professionals. Currently, our medical staff consists of approximately 80 active physicians, 40 allied health providers, 20 community medicine practitioners, and 150 associated staff. Our talented professionals' commitment to outstanding care for our patients makes our health system unlike anywhere else.

This year, we grew our physician network to better meet the needs of our region, adding 55 new providers, including new pediatricians, family medicine physicians, internists, obstetricians, hospitalists, radiologists, and oncologists. We strengthened our orthopedic services with the addition of a robotic surgical system for hip and knee replacements to keep more care local. With the establishment of a walk-in clinic in Plainfield, we brought additional health care services and patient support to our southern catchment area. And, we are exploring opportunities for new specialty care services including colorectal and bariatric minimally invasive surgery available right here, close to home.

Throughout the course of our 125-year development, much has changed, but one thing has remained the same; the dedication of our employees and medical staff to providing the highest quality health care possible. This has been our goal since 1894, and will remain so moving forward, whatever the next 125 years might bring.

We are pleased to share this report which underscores the dedication of our medical staff to ensuring that quality, safety and outstanding patient-centered care are provided every day. It also reflects our ongoing commitment to excellence by pursuing professional advancement through education, certification, and evidence-based practice. We look forward to continued collaboration with our medical staff, hospital administrators, and the entire Day Kimball community.

It is an honor to be part of the history of Day Kimball Healthcare, and it has been a privilege to serve as the President of the Medical Staff for close to four years. I have been inspired by the passion and the continuous teamwork among our medical staff, to achieve our shared vision: to be the premier regional health system creating excellence and innovation in patient care.

Sincerely,



Michael Baum, MD
President of the Medical Staff



Michael Baum, MD
President of the Medical Staff



Our goal is a truly integrated health care delivery system – one in which patients experience the same high level of quality and service no matter where they are in their health care journey. This year, we focused on providing advanced technology and the highest level of care while maintaining a positive, comfortable patient experience. We are proud to know that our patients receive the personalized care of a small hospital combined with exceptional levels of performance technology normally reserved for larger facilities.

Expanding Service Access

Day Kimball Healthcare received a \$616,000 grant from the State of Connecticut Office of Early Childhood to continue and expand its Family Advocacy Center home visiting program to provide services for families in 16 local communities. This funding has provided an additional home visitor, increased outreach staff hours, and further administrative support. In addition, a male fathering home visitor joined the team specializing in services and groups for dads.

DKH is now a participating in-network provider with Aetna Medicare Advantage plans which offer individuals eligible for Medicare coverage another way to receive their original Medicare benefits. Patients enrolled in Aetna Medicare Advantage can now access services we provide for the first time.

We are now offering two national integrated women's health services programs for improving access to cancer screenings and combating heart disease - the Connecticut Breast and Cervical Cancer Early Detection Program (CBCCEDP) and the Connecticut Well Integrated Screening and Evaluation for Women Across the Nation Program (WISEWOMAN). In June and October, eligible women received free private clinical breast exams and mammograms screenings at the Day Kimball Healthcare Center in Plainfield, supported by the grant.

Enhancing Patient Safety and Security

This year, Day Kimball Hospital implemented MitchellTrac, a new visitor and emergency management system that allows us to know who is coming into the hospital and the

reason for their visit in real-time. MitchellTrac technology has enabled DKH to meet federally mandated regulatory standards for visitor management, security, and emergency communication.

New Hospitality Focus

A major partnership came in 2018 when Sodexo USA, Inc., a leading provider of integrated hospital support services that enhance organizational performance, began providing dining, intra-hospital transportation, environmental and laundry services at Day Kimball Hospital.

The hospital cafeteria now offers a broader menu with a focus on choice, health, and improved food quality. DKH's Nutritional Services department launched its new inpatient meal program, *Expressly for You*, a host/hostess meal ordering program completed right at the bedside. Improvements to our service of patient meals include order accuracy, timeliness of delivery, and staff courtesy. What are patients saying? "The quality and presentation of the food is great," and, "It's like eating in a restaurant!"

Renovated Birthing Center

The Woman's Board of Day Kimball Hospital is working to fulfill a three-year, \$200,000 pledge in support of room renovations to the Burdick Family Birthing Center. Renovations began in October 2018 and have already provided aesthetic updates to eleven patient rooms. More modern and convenient amenities have been added, including new counter tops, privacy curtains, sleep couches and rocking chairs, artwork from local artists, and more.

Investing in New Equipment

We are committed to providing exceptional care to our patients using the latest technology and equipment to improve comfort, care, and outcomes. This year, Day Kimball Hospital purchased a new operating table designed for everyday surgical needs, and 10 new intensive care unit patient beds to provide a better experience for our patients as well as our nursing staff. "The beds are wonderful! The built in alarm and specialty mattresses are great features. They are very quiet and look fresh," said Jessica Provencher, RN in the ICU.

PEOPLE Investing in Staff

It takes more than science to make health care exceptional. At its heart, health care is about people. DKH is fortunate to have some of the most skilled, devoted and compassionate professionals anywhere in health care. As a health system, we understand it is our responsibility to care for the more than 1,000 employee, physician and volunteer partners who, in turn, take care of our community. By taking care of our DKH team, we are better taking care of our community.

Investing in Our Staff

Our strategic plan provides a broad roadmap for DKH and is intended to be a dynamic and integrated effort. One pillar of our strategic plan for fiscal year 2019 was to invest in our staff. We wholeheartedly believe investments in our employees are investments in the future of DKH. Here are some ways we worked towards this goal.

DKH's Human Resources department led an organization-wide compensation review that is relative to market competitiveness and internal equity. HR is currently revamping our approach to performance management by implementing performance based compensation.

We recognize that a retained staff is more effective and more efficient because they are well-trained and invested in the success of the organization. Over the last year we began to develop and implement a plan to reduce hospital-wide turnover by 4%. By taking steps to reduce turnover, we can better control costs, improve employee morale, and boost patient satisfaction.

Throughout the year, we continued to invest in leadership development by conducting Studer Group Leadership Development Institutes and providing additional skill based leadership development opportunities. We are proud of our innovative learning offerings and continually search for ways to expand our programs so staff have the resources and knowledge to provide high-quality and equitable care for our patients.

During the holiday season, as a token of gratitude to the dedicated staff who served our community, DKH provided free lunch and dinner for those who worked on holidays. The DKH senior team was honored to serve up a decadent holiday meal to employees in recognition of their incredible efforts and achievements over the year. And, DKH was proud to resume the tradition of providing paid employees with a complimentary holiday turkey in appreciation of their commitment and service.

Employee of the Month Recognition

The Employee of the Month program recognizes individual employees with a minimum of two years of service for outstanding achievements, innovation and exemplary performance over and above their job responsibilities. The following individuals were bestowed the honorary recognition this past year:

Michelle Gardner | Oct. 2018

Intake and Outreach Coordinator
Day Kimball HomeMakers

Sherry Fitzgerald | Nov. 2018

Nutritional Services
Day Kimball Hospital

Leslie Taylor | Dec. 2018

Phlebotomist
Laboratory and Blood Draw
Day Kimball Healthcare

Wendy Blackmar | Jan. 2019

Pre-Certification Clerk
Day Kimball Hospital

Katrina Lambert | Feb. 2019

Project Manager
Information Technology
Day Kimball Healthcare

Gyuljan Tahirova, RN | Mar. 2019

Intensive Care Unit
Day Kimball Hospital

Tiffany Guilmette | Apr. 2019

Accounts Receivable Technician
Day Kimball Hospital

Christopher Bowler | May. 2019

Public Safety Officer
Day Kimball Hospital

Darlene Sheldon | Jun. 2019

Lead Unit Receptionist/
Patient Care Technician
Day Kimball Hospital

Wilbert Harris | Jul. 2019

Housekeeper
Day Kimball Hospital

Vanmaly Sangasy, RN | Aug. 2019

Oncology
Day Kimball Hospital

John Ruggieri | Sep. 2019

Technical Analyst
Information Technology
Day Kimball Healthcare



DKH Providers Awarded

Ten DKH medical staff members, locations, and practices, including DKH associates* received Norwich Bulletin's Reader's Choice Awards for Windham County, which celebrates the best businesses, organizations, people and more that voters thought deserved to be named the best.

They were: Marc Cerrone, MD, 1st Place, Best Medical Professional, Pediatrician; Erica Kesselman, MD, 1st Place, Best Medical Professional, OB/GYN; Day Kimball Healthcare Center in Danielson, 1st Place, Best Medical Group, General Practice; Day Kimball Medical Group OB/GYN, 2nd Place, Best Medical Group, OB/GYN; Ashley Choruzek, DCNP, 2nd Place, Best Medical Professional, Dermatology; Suzanne Powell, MD, 2nd Place, Best Medical Professional, Pediatrician; Anne Josephs, MD, 3rd Place, Best Medical Professional, Pediatrician; Charon Sinus Center*, 1st Place, Best Medical Group, ENT; Christopher Payette, DPM, PT*, 3rd Place, Best Medical Professional, Podiatry; Center for Bone & Joint Care*, 1st Place, Best Medical Group, Orthopedic.

Honoring HomeCare "Heroes"

The DKH At Home "Hero" awards is an annual employee recognition program that salutes the impact and accomplishments of people and organizations that make a positive difference in the community by ensuring that individuals receive the best care possible in the comfort of their own homes. 2018 awardees were: Gloria Singleton, Faye Cameron, Irena Valys, Susan Honeychurch, Gail Morin, Lorraine Guillot, Christina Chase, Meaghan Bellavance, and the Danielson DKMG team.

This year in May, ten of our nurses were recognized as "Nightingales Nurses" and honored at the Eastern Connecticut's Nightingale Awards for Nursing Excellence banquet. Congratulations to: Suzanne Combs, HomeCare; Michelle Dickinson, OR; Kathryn Doyle, MCH; Myra Fontaine, ACU; Janet Gardner, Med-Surg; Cindy Janz, HomeCare; Pat McLaughlin, ED; Denise Spirito, Hematology/Oncology; Susan Strand, Med-Surg; Gyluljan Tahirova, ICU.

DKH celebrated both National Nurses Week and National Hospital Week during May 6-12, and took the time to recognize our dedicated employees for their contributions with a barbecue lunch that included frozen desserts, fun and games, giveaways, and more. DKH nurses were honored at a dinner reception held at Grill 37 on May 9. Donald St. Onge, who retired in 2015 as the senior Vice President, Chief Operating Officer/Chief Nursing Officer of DKH, was honored with the Alma D. Paine award.

Longtime Physicians Honored

We're proud to have a wealth of talented, compassionate physicians and providers on our medical staff at Day Kimball Healthcare. They are all worthy of recognition for the excellent care they provide to our patients each and every day. This year in commemoration of our 125th anniversary, DKH administration elected to honor our most tenured physicians in recognition of their dedication and active years of service to our medical division.

The Employee Health Services office located in Day Kimball Hospital was named after longtime family medicine physician and Medical Director of Employee Health Services, Dr. David Wilterdink, in recognition of 36 years of caring for the community.

Day Kimball Hospital's Rotunda Conference Room located in the Brousseau Surgical Suite was named after longtime general and laparoscopic surgeon, Dr. Ronald Franzino, in recognition of his 31 years of service to the surgical department.

The Medical Surgical Waiting Room at Day Kimball Hospital was named after Dr. Ronald Klare, most tenured community medicine physician and director of internal medicine for Day Kimball Medical Group, in recognition of his 41 years of service.

Longest-Serving Employees Recognized for Years of Service

To celebrate 125 years of service to the community, throughout the year Day Kimball highlighted our longest-serving employees who have dedicated 40 or more years to our organization. These individuals are woven into the history of Day Kimball: Louise Bennett, Dianne Cabana, Donna Coderre, Laurie Cook, Judith Favreau, Carolyn Hart, Judith Hawkins, Pat Hedenberg, Debbie Krohn, Robin Ledogar-Baker, Deborah Lucier, Gail Mailhot, Elizabeth Murphy, Denise Oles, Diane Oppert, Linda Phaiah, Tania Prospert, Roberta Sharpe, Mary Ellen Snyder, Susan Strand, and Nancy Zamagni.

Appreciating Our Dedicated Volunteers

DKH's dedicated and resourceful volunteers provide our patients and families with an exceptional experience. Their contributions to our organizational vitality, and their generous gift of time and talent, help ensure the ability of DKH to be a caring partner to the community we serve. In April at an appreciation luncheon, DKH recognized its 130 adult volunteers, who donated more than 20,000 hours this past year. During the program, 45 volunteers received awards for achieving service milestones ranging from 100 to 18,000 hours of service. To date, 61 DKH volunteers have dedicated 10 years or more of service.



Volunteer Appreciation Luncheon



Reader's Choice Awards



Employee Holiday Meal

Despite sustained financial pressure on health care providers, Day Kimball recorded another year of solid financial results. Most notably, we improved efficiency and eliminated waste while growing, not shrinking, our organization. Our financial results fuel our ability to deliver health care for what's next across our system of care, including investments in leading-edge technology and ongoing recruitment of top physicians and support staff.

Stabilizing Operating Results

For 3 out of the last 4 years, Day Kimball generated positive operating results. This is no small accomplishment for a community hospital in the face of challenging reimbursement levels from third party payers, such as Medicare and Medicaid, increasing wages and drug cost, and flat or declining patient volumes in several key service lines due to increasing competition and insurance companies steering patients away from hospital-based services. In fiscal year 2019, Day Kimball posted total revenue exceeding \$136 million. Our operating results showed a slight improvement from a gain of \$557,000 for fiscal year 2018 to a gain of \$564,000 this fiscal year.

Changes in Patient Activity Levels

Overall net patient revenue levels remained mostly unchanged compared to last year. Changes in patient activity levels varied by service, with an increase in volume in the following areas: inpatient and observation discharges including inpatient surgical cases, diagnostic imaging exams, endoscopy procedures, mental health center visits, and home care visits/hospice days.

The growth in inpatient surgical cases was largely due to the establishment of a robotic orthopedic surgery program for hip and knee replacements, which launched in January. While the number of childbirths was generally consistent with the previous fiscal year, we anticipate increasing numbers moving forward with the recruitment of three talented OB/GYN physicians within our women's health service line.

Patient activity levels decreased in some areas, particularly our oncology program, due to unforeseen changes in physician staffing. By the end of fiscal year 2019, the program stabilized with the addition of two new cancer care experts.

Continued Focus on Operating Efficiently

Facing relatively flat operating revenues, our leadership team once again took a proactive approach to managing operating expenditures and efficiencies throughout the year. When factoring out the significant change in state revenue tax, our efforts to control expenses paid off with only a 2% increase in total operating expenses. We continue to look for additional opportunities to reduce expenses with a focus on staff productivity, leveraging our community health partnership with Yale New Haven Health, and looking for supply savings. Just one example of many cost saving initiatives this year was the reduction of office supply expenses.

Historic Settlement Reached Between Hospitals and State

After months of negotiations between the Lamont Administration and the Connecticut Hospital Association, a seven year agreement was reached which provides more predictability and sustainability for hospitals over the term of the agreement.

For Day Kimball, this historic settlement agreement provides over \$3 million in one-time payments related to prior year underpayments expected to be made in fiscal year 2020, and addresses the uncertainty related to the amounts of the supplemental payments and revenue tax moving forward. It also provides for annual increases in Medicaid payment rates of roughly 2% through the life of the agreement.

Looking ahead, we are prepared to manage through the continued challenges of reimbursement pressures, supplier cost increases and economic uncertainties. We remain confident in our ability to optimize our performance while providing the highest level of physician expertise, compassionate care and exceptional patient experiences as we continue to build on our 125-year legacy.

Revenue
136
Million

Operating Gain
564
Thousand

MESSAGE From the Woman's Board



2019 was a remarkable year! Partnered with the hospital, the Woman's Board took part in many events that celebrated and showcased both institutions serving the greater Northeastern Connecticut community for 125 years. The ability to play a role in such paired celebrations continued to enhance the long-standing relationship shared between the hospital and the woman's group that supports it.

So much has taken place throughout the history of Day Kimball Hospital in terms of expansion, growth, and technological advancements, that it is almost incomprehensible to think that the vision of sisters Elizabeth and Gertrude Vinton to start a local infirmary in 1894 carried us this far. Though the start of the institution itself was initially met with opposition – the kind that is indicative of those who can be difficult or who lack proper facts – the work of the visionaries eventually prevailed.

Like anything or anyone considered successful, a great amount of determination combined with persistence and perseverance had the facility up and running in no time. And the formation of The Ladies Aid Society, later incorporated as The Woman's Board of Day Kimball Hospital, helped to see to it that most of the needs of the hospital would be met. The same "can do" spirit we saw then is still evident today as both groups continue to support each other and work together to give the best of care, most advanced equipment, up-to-date facilities and enhanced programs to all who need it.

Over 200 members strong, the Woman's Board is goal-driven and volunteer-based. Collectively, members of the group come from varied backgrounds and possess an enormous amount of business smarts, creativity, ambition, intuition, resourcefulness and drive. It is through their efforts that funds are raised to support whatever the ancillary needs of the hospital are.

In 2019, we continued to make progress on paying down our \$200,000 pledge commitment to renovate the birthing rooms in the Burdick Family Birthing Center at the hospital. Nearly half way there, we will continue our work to raise funds through signature events, fundraisers, personal donations and from our Gift Shop proceeds. We hope with the continued support from our local businesses, families, friends and community at large, we will achieve this goal and the others that will be put before us.

As we close out 2019 on a high note, we look to 2020 with great optimism. To survive 125 years in business is no small feat and to survive 125 years in a paired relationship is even more noteworthy. We thank Day Kimball Hospital for the opportunity to partner and serve over the years and look forward to doing great things with them for our community and all who visit or travel through here in the years to come!

Thanks for 125 years of memories DKH family! Keep up the good work Woman's Board!

Valentine lamartino
President

The Woman's Board of Day Kimball Hospital

Day Kimball Healthcare remains focused on providing the highest-quality of care – giving our patients what they need, when they need it, in the safest way possible. Providing the best and safest care is a goal that requires constant vigilance. We regularly evaluate our quality performance and safety procedures, learn from what we find, and use that knowledge for continual process and performance improvement. Over the past year, we implemented a number of initiatives that have contributed to significant improvements in patient care and safety. Here are some highlights:

Continuing Our Path to High Reliability

Our commitment to quality, patient safety, and high reliability is a top priority at Day Kimball Healthcare. We continue to systematically advance towards recognition as a highly reliable organization (HRO). Our journey focuses on improving reliability through better process design, building a culture of reliability, and creating intuitive designs that help people do the right thing. We have 30 employees certified as instructors who have trained 92% of our staff in high reliability at the close of calendar year 2018, and we continue to see its concepts applied throughout our health system.

Further, Day Kimball has committed to serve as a champion and trainer for Connecticut's "Safety Starts with Me." The initiative is dedicated to sharpening our focus to create a culture of safety – adopting and ingraining shared values and beliefs about how we act and interact – so that we can make our organization an even safer place with fewer human errors and fewer events of harm.

Zero Adverse Events

For a second consecutive year, Day Kimball Hospital reported zero adverse events in 2018, and was the only one to achieve this distinction among the 28 acute-care hospitals in CT. Even more remarkable is that we have reported zero adverse events every year but one, in the past 5 years. We take very seriously the trust our community places in us, and commit to continuously improving patient-centered quality and safety. This has allowed our hospital to be the only one in the state to achieve zero adverse events this year.

Patient Safety Program

Over the past year, DKH partnered with Quantros and implemented a new electronic safety event reporting system that provides stakeholders across our organization immediate access to one unified source of safety and quality performance data. As part of this new online variance reporting system, we rolled out a "Good Catch" staff recognition program that highlights opportunities for staff to improve the delivery of patient care. Positive connotation is placed on reporting and investigating "near misses," an event that could have been harmful to a patient, but was prevented.

Reducing Hospital Readmissions

At DKH, our excellence is also reflected in our efforts to reduce hospital readmissions. This year we learned that Day Kimball Hospital had the 5th lowest hospital-wide, 30-day readmission rate in the state among Connecticut hospitals, according to a U.S. Department of Health & Human Services' Centers for Medicare & Medicaid Services report. The CMS Hospital Readmission Reduction Program (HRRP) evaluates U.S. hospitals annually on rates of 30-day readmission among Medicare fee-for-service beneficiaries, and imposes financial penalties on hospitals for excess readmissions when compared to expected levels of readmissions. Day Kimball Hospital's current rate is 0.15% – a 0.49% decrease from the previous year – and is a testament to the dedication of our care team who strive to ensure that patient care is successfully managed across the continuum.

New Anesthesia Services Partnership

DKH partnered with North American Partners in Anesthesia (NAPA), one of the leading single-specialty anesthesia and perioperative management companies in the U.S., to deliver anesthesia and perioperative care for patients undergoing procedures in most surgical specialties in Day Kimball Hospital's four operating rooms and two endoscopy rooms. NAPA also offers DKH significant business and revenue cycle expertise, as well as innovative technology and professional development that promote exceptional patient experiences, safety, and quality.

Advanced Pharmacy at DKH Includes New Cleanroom

DKH completed renovations and upgrades to the hospital pharmacy featuring enhancements that increase the standard of care for patients focused on safety and quality. The renovated pharmacy includes a new sterile preparation space with a separate sterile compounding cleanroom where medications are made. The cleanroom prepares chemotherapy and intravenous medications such as IV antibiotics and customized IV fluids. The new facility and its state-of-the-art medication and supply management technology, Omnicell, offers the ultimate standard in safety and quality patient care.



Quality Awards & Distinctions

- **Mammography Quality Standards Act Accreditation by the Food and Drug Administration**
- **CNOR® Strong Designation from the Competency & Credentialing Institute**
- **Townsend Emergency Medical Center achieved Always Ready for Children Pediatric Status in the Connecticut Emergency Medical Services for Children facility recognition program**
- **Among top 5 hospitals in CT for lowest readmission rate, based on most recent CHIME data**
- **Zero adverse events at Day Kimball Hospital for second consecutive year; only CT hospital to report zero adverse events this year**
- **College of American Pathologists Lab Accreditation**
- **Commission on Cancer Accreditation by the American College of Surgeons**
- **Joint Commission Gold Seal of Approval for Hospital Accreditation**
- **Joint Commission Gold Seal of Approval for Joint Replacement Certification**
- **Anthem Blue Cross and Blue Shield Distinction® Center for Hip and Knee Replacement**
- **Cigna Center for Excellence Designation for hip replacement, knee replacement and pulmonary medical care**
- **The Joint Commission Gold Seal of Approval for Stroke Care**
- **American Heart Association/American Stroke Association Certification Heart-Check Mark for Advanced Certification for Primary Stroke Centers**
- **Designated Lung Cancer Screening Center of Excellence by the American College of Radiology**
- **Baby Friendly Designation awarded by Baby-Friendly USA, Inc.**
- **Anthem Blue Cross and Blue Shield Distinction Center+ for Maternity Care®**

Just as the population of Northeast Connecticut has grown, so has Day Kimball Healthcare. The growth is not simply about volume, however. A larger community has more complex health care needs. Our neighbors have come to rely on DKH as their hospital of choice, and more and more people turn to us for the excellent care we provide.

New Walk-In Clinic in Plainfield

In response to a growing need for services this past year, DKH opened a walk-in clinic conveniently located within our Plainfield Healthcare Center. The walk-in clinic offers a more affordable and convenient option for patients who need immediate care for non-life-threatening conditions, without the cost of a trip to the emergency department. The clinic is open after hours and on weekends and holidays and features 6 exam rooms with the advantage of adjacent laboratory and imaging services when required. The popularity of the clinic speaks for itself: Patient visits totaled 790 from July-September 2019.

Robotic Surgery

Orthopedic surgeons at Day Kimball Hospital now offer patients an innovative option for partial knee, total knee, and total hip replacement programs - Stryker's Mako® Robotic-Arm Assisted Surgical System. This highly advanced robotic technology uses 3D imaging and computer guided precision, personalizing patients' surgical plan based on their unique anatomy, resulting in more accurate surgery. The technology is resulting in improved patient satisfaction. Patients are more confident than ever getting their knee and hip replacements done locally with 64 cases performed since the robot arrived this January.

Welcoming New Physicians

DKH 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 a new urologist, OB/GYNs, oncologists, pediatricians, and primary care doctors.

Expanding Specialty Care

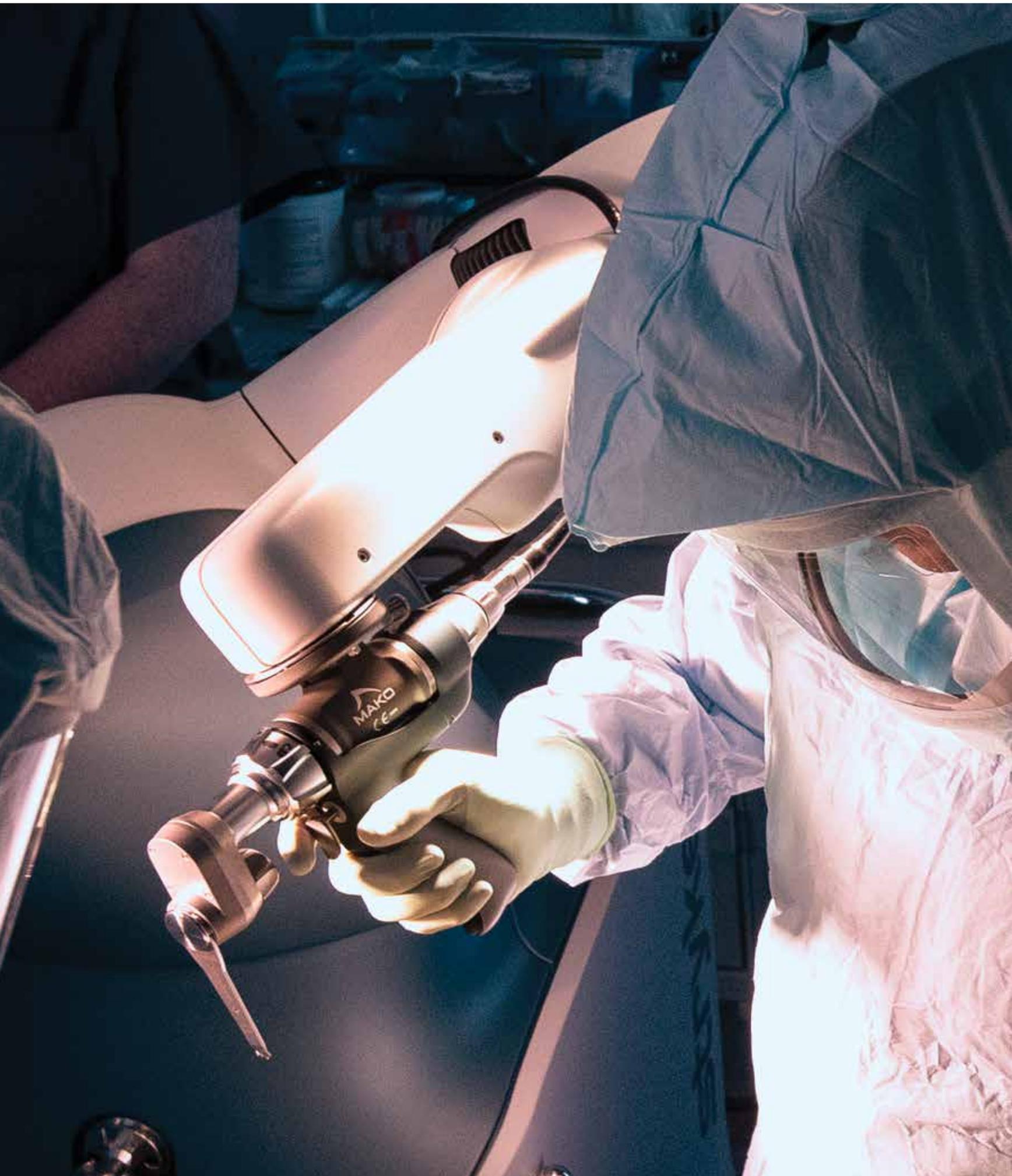
Our behavioral health department expanded its services to offer Accelerated Resolution Therapy® (A.R.T.) – a form of psychotherapy that can treat individuals who suffer from post-traumatic stress disorder and other mental health illnesses. This year, the department trained eight of its clinicians in this ground-breaking technique. With the addition of newly trained clinicians, patients now have more access to this therapy which expanded to the inpatient unit at the hospital.

This year, Day Kimball Medical Group welcomed Stephen Schiff, MD, FACS as its new urologist. Since Dr. Schiff's arrival, the urology department has been able to re-establish high-quality, integrated urology services. Amongst these services is outpatient ambulatory urology care and comprehensive surgical care for many urological conditions in men and women.

Carmen Pisc, MD, and Gino Bottino, MD, both board-certified and fellowship-trained medical oncologists, joined the Rose Bove LaRose Cancer Center at Day Kimball Hospital. Carmen Pisc, MD was appointed as the medical director of hematology/oncology for the Cancer Center. These cancer experts join our incredible team of oncology-certified nurses, a patient navigator, registered dietitians, and on-site pharmacists. This combination of skilled expertise all in one place makes it possible for patients to receive the specialized and compassionate care they have grown to rely on from Day Kimball.

Health Care Excellence Now and for Future Generations

Day Kimball Healthcare formed a nonprofit, private operating foundation to support DKH's commitment to meet the health needs and wellbeing of the diverse community we serve. Incorporated on October 1, 2018, the role of the Day Kimball Healthcare Foundation is to ensure quality health care in the community through philanthropic initiatives that support the lifesaving work performed at DKH. Charitable contributions to the Foundation will play a vital role in helping DKH maintain state-of-the-art health care while containing patient care costs. The Foundation will enable DKH to continue our long history of providing outstanding health care and to meet the needs of the communities we serve today and for future generations.



COMMUNITY

What Our Patients Are Saying

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I am so glad I had my surgery at Day Kimball Hospital. I am grateful for the care and expertise of the providers at DKH. We are fortunate to have a high-quality community hospital right here in our back yard.

Sheila Frost, Surgical Patient

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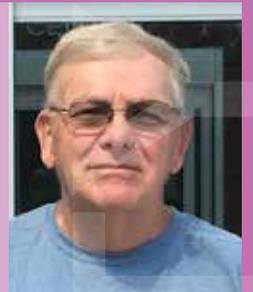


“

My time in the Townsend Emergency Medical Center was outstanding. Everyone was professional and the attention I received was great. I would recommend the emergency department to anyone who is seeking immediate medical attention.

Steven St. John, Emergency Department Patient

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The entire environment was upbeat, positive, and professional. You could not help but literally feel better just being in their presence. And, I was in and out in 15 minutes, but the feeling they left me with will linger for a long time.

Linda Colangelo, Day Kimball Medical Group & Laboratory Patient

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It's such a relief to have immediate access to medical staff and employees who are willing to go above and beyond for their patients. I am so thankful for my community hospital.

Elizabeth Morin, 67, Pomfret Center Resident, Laboratory Patient

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“

Growing up, hospice to me meant death since both my grandmothers passed away while on hospice. But now, in just two months, I am a different person. Hospice has been a savior, not a death warrant. Day Kimball is a place for people to go for all your needs, including hospice. I would recommend it to everyone.

Linda Leech, 59, Ballouville, CT

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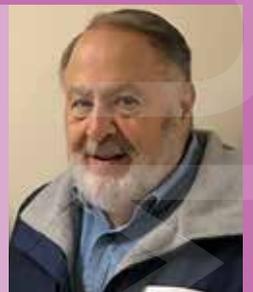


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The treatment and care I received from the Wound Healing Center at DKH was 5-star. The wound care providers and nursing staff make you feel like family and are truly dedicated to your care. I have been a DKH patient for almost 70 years. It's reassuring to know that we have that level of care available so close to home. I couldn't imagine Northeast Connecticut without DKH.

Peter Regas, Wound Healing Center Patient

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“

I would like to emphasize my gratitude to my entire care team who helped me fight the cancer that was rapidly moving through my body. Their incredible skills, techniques, encouragement and compassion made this process survivable. The dedication of these doctors, nurses and staff to saving my life and the lives of others is something I will be eternally thankful for. At Day Kimball, I got the treatment I needed, so close to home. Everything was available to me right here, to get me through the journey. It's hard to imagine how much that means, unless you've been through this.

Rick Ouellette, Oncology Patient

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“

A huge thank you to the Oncology staff at DKH who have been with me through a 3 year journey which concluded today with my final treatment. I can't thank them enough for the care, the positive words, the guidance, and the support. You all made a difficult journey a lot easier. Special thanks to Denise Spirito, Crystal Auger and Kathy Hayes! World class care right here.

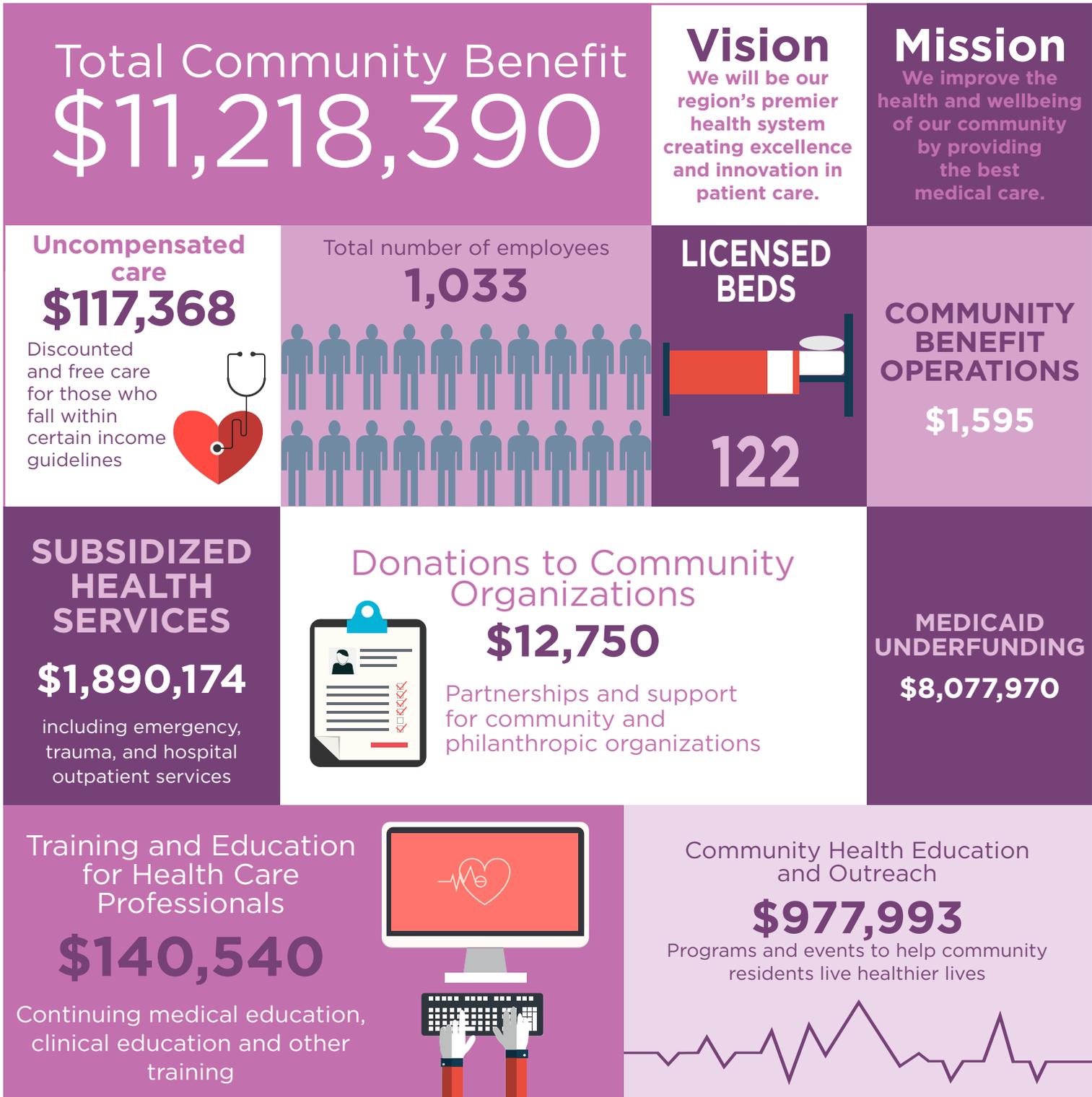
Earl Rosebrooks, Oncology Patient

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In fiscal year 2018, our Community Benefit contribution totaled \$11,218,390. The Community Benefit provided by Day Kimball Healthcare is far-reaching, from providing accessible health care, to health professional education, and supporting community health initiatives. Community Benefit includes

activities or programs that improve access to health services, enhance the health of the community, advance medical or health care knowledge and relieve government burden. Our commitment to improving the health and quality of life for our community is our passion, our obligation, and our privilege.



125TH Anniversary Celebrations



125th Anniversary and Valentine Dinner Dance

DKH and the Woman's Board celebrated the past and toasted to the future to commence their 125th Anniversary at StoneHurst in Hampton. Just under 300 attendees who included DKH staff, the Woman's Board, and local community supporters, enjoyed a lively evening of dinner and dancing.



Fire & Ice

Day Kimball Healthcare was a community sponsor of Putnam's Fire & Ice Valentine's Festival. An ice sculpture with the Day Kimball Healthcare anniversary logo was on display during the festival as a creative visual representation of our 125-year history.



NECT Farmers Market CSA Initiative

We partnered with the NECT Farmers Market to provide our staff access to fresh, local produce through a summer-long, community supported agriculture program.



DKH's Picnic & Concert at Rotary Park

DKH staff and their families gathered in Putnam's Rotary Park for a free employee picnic including all-American cuisine, ice cream, and family friendly activities. In a proclamation reading, Mayor Barney Seney declared July 13 as "DKH's 125th Anniversary Day." The celebration continued with a community concert featuring music and entertainment provided by Fever, a local band.



Employee Appreciation BBQ

DKH administration hosted a staff appreciation barbecue at Day Kimball Hospital as part of a weeklong celebration during National Hospital Week. At an outdoor picnic area set up for the cookout, DKH employees enjoyed games, music, giveaways, a delicious barbecue menu catered by Sodexo USA Inc., Suzy Q's ice cream truck, and a prize wheel provided by Foxwoods Resort Casino.



Business After Hours

DKH hosted the NECT Chamber Business After Hours event in May. More than 140 Chamber members shared in our milestone celebration. At the reception, an original oil painting commissioned for the anniversary was unveiled.



DKH Variety Show

DKH "Went" Live for 125 with a Variety Show at Putnam Middle School, performed by our doctors, nurses, employees, and volunteers. Dancing, comedy sketches, musical numbers, and localized skits came together in a jam-packed 3-hour evening of entertainment.



DKH's Birthday-Themed Float

Our 125th birthday themed float made appearances in Moosup's VJ Day Parade, and Putnam's Memorial Day and Holiday Dazzle Light Parades where DKH served as Grand Marshal for both celebrations.



DKH Turns 125 at the Woodstock Fair

On September 1, DKH celebrated its actual 125th birthday at the Woodstock Fair. Staff and the community gathered in our Hospitality Tent to enjoy fellowship and to commemorate Day Kimball Hospital of Windham County opening on that date in 1894. Putnam's Mayor Barney Seney read a proclamation on the Main Stage to declare the day as the 125th anniversary of DKH.



First Friday

Day Kimball Healthcare participated in Putnam's "ComiCon" themed First Friday in September. The First Fridays celebrate all that Putnam has to offer with art, music, dance, fine cuisine, quaint shopping, and much more. The community enjoyed a DKH inspired twist on ComiCon featuring some of our very own Day Kimball super heroes and family-friendly activities.



This past year marked an extraordinary milestone for Day Kimball Hospital, as well as the Day Kimball Woman's Board: the dedicated women who followed the lead of Mrs. Moses Day Kimball when she donated funds to establish the hospital in 1894. It is not often that we get to witness and be part of something this significant. What is most remarkable, is the fact that it is the philanthropic spirit of our community that has made this possible. Community support has been a long-standing tradition for 125 years at Day Kimball Healthcare and continues to be a major force behind the evolution of the hospital, growth in programs and services, and the outstanding facility that it is today.

Annual fundraising efforts and investment earnings by the close of fiscal year 2019 yielded \$665,965 to benefit the hospital, its programs, and subsidiaries. Some of these improvements included technological upgrades in DKH At Home services; new equipment including a new defibrillator and monitor for the ICU, telemetry units, fetal monitor carts, and an infant warmer; upgrades to patient rooms in the Burdick Family Birthing Center; and critical care beds and a vein light for our Oncology and Med Surg departments. These funds also supported a variety of services that would not otherwise be afforded to patients and their families, including cancer care, hospice, family and child advocacy programs, spiritual care, education and wellness programs, and much more.

Hundreds of individuals, organizations, and business community partners helped to organize, contribute to, and participate in a number of special events that raised \$247,346, accounting for 47% of the \$536,868 received in annual gifts and an increase of 10% over 2018 through sponsorships, attendance, and general support. Our continued success in special events is a direct result of the great work of our volunteer committees, the ongoing commitment of our local and regional sponsors, and the establishment of new initiatives and partnerships which included SPIROL International and Foxwoods Resort Casino and the Mashantucket Tribal Nation.

With lead gifts of \$20,000 from our Title Sponsor Putnam Bank and \$5,000 from our Gold Sponsor Wheelabrator

Putnam, the Day Kimball Hospital Putnam Bank Golf Classic raised \$103,881 in support of hospital initiatives, services, and equipment. The 29th annual Tree of Life Ceremony which specifically benefits Hospice and Palliative Care, took place simultaneously across 11 towns in NE Connecticut and raised \$28,273 to enhance the lives of terminally ill patients and their families. Pumpkins and Pearls, a silent and live auction event raised \$20,951 for the benefit our patients receiving DKH At Home services including HomeCare, HomeMakers, and Hospice and Palliative Care.

Several other events specifically dedicated to support the Northeast CT Cancer Fund collectively raised \$62,584 for cancer-related screening and treatment services to uninsured and underinsured individuals living in Northeast CT. These events included the NECT Cancer Walk and Race; Divine Wine Tasting; and Cruisin' for Cancer Care's Guest Bartender Night and the Motorcycle and Car Cruise. Major sponsors of these events included Putnam Bank, Wheelabrator Putnam, and SPIROL International.

Cancer care continues to benefit from the initiatives of individuals and community groups who have taken it upon themselves to organize their own fundraisers to assist our cancer patients. Through the generosity and enthusiasm of Northeast Cancer Crusaders (Autumn Nights), Deary Bros. Mike's Stand and the staff at Putnam Bank (Scoops Night), Lance Collins and the Collins Family (Paddle for a Cure), and the employees of SPIROL International (SPIROL Employee Giving Program), \$16,060 was raised for the NECT Cancer Fund and \$15,883 for the Rose Bove LaRose Oncology Fund.

The events and circumstances of the past year have been extraordinary – just like the community's support of Day Kimball. Our heartfelt and sincere thanks go out to all those who have extended themselves through their contributions, financially, or in voluntary service in support and continuation of a 125 year tradition of compassionate, quality care for our families, friends, and neighbors.

Kristen Willis
Director of Development

Photo Caption:

The 30-year tradition started by the Deary family continues with 2019 NECT Cancer Fund Ambassador Rich Mineo (center) leading the annual Walk & Race for the NECT Cancer Fund on August 10 at the Black Dog Bar & Grille. DKH partnered with Presenting Sponsor SPIROL International, and Gold Sponsors Putnam Bank and Wheelabrator for the event which included a 5-mile walk/run through the center of downtown Putnam and a kids' half-mile Fun Run. Over 200 participants, volunteers, and loyal supporters helped to raise over \$20,000 to benefit the Fund: one of many examples of the generosity and ongoing commitment of our caring community.



Your hospital. Revolutionizing care.

There are a lot of exciting things happening at DKH, and it's time for us to tell our story. To articulate this, DKH launched a new brand campaign built around the notion of redefining what a community hospital should be.

"Your hospital. Revolutionizing care.," is the new brand tagline developed to convey a new breed of community hospital; one that is committed to delivering the highest-quality health care closer to home using locally-based physicians, new technology and best-in-class clinical partners.

A brand is a promise made to constituents. This new brand campaign not only introduced DKH to a wider audience, but helped us tell more of our story to those in the community who already know us. We have the people and capabilities to deliver on the promise, because we are your hospital, revolutionizing care. It's an exciting era for our health system and we look forward to continuing to deliver excellent health services in our region with this new branding.

Partnership Exploration

The occasion of a milestone birthday is an opportunity to consider the future. As we look back on 125 years of formal health care in our community, we are also poised for a future that promises to be even more exciting than the past.

Health care is changing quickly, and to survive, we must change with it. Today, even as regional and national health care systems get bigger and markets consolidate, community health care systems like ours play a vital role delivering primary care and life-saving critical care close to home. We are well-positioned to take the next step in the evolution of our organization.

Our Board of Directors and Administration remain committed to finding a strategic partner that shares our vision to make DKH the premier regional health system. The right affiliation will ensure DKH can continue to grow health care services and provide world-class care to Northeast Connecticut and beyond as we deliver on our community mission that began 125 years ago.

We have solid, realistic plans in place to continue to fulfill our mission as we search for the right partner. 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.

As we move forward, our culture, values, and focus on our community will not change. We remain steadfastly committed to patient-centered care, clinical excellence, and community wellness.

2020 Fun(d)raising Event Schedule

March 2020

Thursday, March 26 | 5:00 p.m. Cruisin' for Cancer Care Guest Bartender Night

Location: The Black Dog Bar & Grille,
Putnam, CT

Benefit: Northeast CT Cancer Fund of DKH
Visit: daykimball.org/guest-bartender-night

April 2020

Thursday, April 23 | 6:00 p.m. Beer & Wine Tasting

Location: the barns at Stonehurst,
Hampton, CT

Benefit: Northeast CT Cancer Fund of DKH
Visit: daykimball.org/tasting

May 2020

Sunday, May 31 | 11:00 a.m. Canines for Cancer Care

Location: Brooklyn Fairground,
Brooklyn, CT

Benefit: Northeast CT Cancer Fund of DKH
Visit: daykimball.org/canines

June 2020

Sunday, June 14 | 10:00 a.m. Paddle for a Cure

Location: Greenway Drive, Brooklyn, CT

Benefit: DKH Cancer Care Center

Visit: daykimball.org/paddle

Sunday, June 14 | 8:00 a.m. Cruisin' for Cancer Care Motorcycle & Car Cruise

Location: Thompson Speedway,
Thompson, CT

Benefit: Northeast CT Cancer Fund of DKH

Visit: daykimball.org/cruisin

July 2020

Friday, July 10 | 7:45 a.m. & 1:00 p.m. DKH Putnam Bank Golf Classic

Location: CT National Golf Club,
Putnam, CT

Benefit: Day Kimball Hospital

Visit: daykimball.org/golfclassic

Thursday, July 30 | 6:00 p.m. DKH Scoops Night

Location: Deary Bros. Mike's Stand,
Putnam, CT

Benefit: Northeast CT Cancer Fund of DKH

Visit: daykimball.org/scoops

August 2020

Saturday, August 8 | 8:00 a.m. Walk and Race for NECT Cancer Fund of DKH

Location: The Black Dog Bar and Grille,
Putnam, CT

Benefit: Northeast CT Cancer Fund of DKH

Visit: daykimball.org/race

November 2020

Saturday, November 7 | 7:00 p.m. Dueling Pianos Presented by Foxwoods Resort Casino

Location: Raceway Restaurant,
Thompson, CT

Benefit: Day Kimball HomeCare,
HomeMakers, and Hospice & Palliative Care
of NE CT

Visit: daykimball.org/pianos

December 2020

Sunday, December 6 | 5:00 p.m. Hospice Tree of Life Ceremonies

Location: Simultaneous Tree Lighting
Ceremony in 11 Northeast CT Towns

Benefit: Hospice & Palliative Care of NE CT

Visit: daykimball.org/treeoflife

**DAY KIMBALL HEALTHCARE
FOUNDATION (860) 928-7141**



The Joint Commission Gold Seal of Approval for Joint Replacement Certification



Day Kimball Hospital is a Baby-Friendly Hospital Designated 2016 – 2021

DKH DAY KIMBALL HEALTHCARE

A community partner of YaleNewHavenHealth

320 Pomfret Street | Putnam, CT 06260
(860) 928-6541 | daykimball.org

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