

Eastern Connecticut Health Network



2006 Annual Report

- ◆ Manchester Memorial Hospital
- ◆ Rockville General Hospital
- ◆ Women's Center for Wellness
- ◆ Woodlake at Tolland
- ◆ ECHN Health Services, Inc.

In partnership with

- ◆ Visiting Nurse & Health Services of
Connecticut

and

- ◆ The John A. DeQuattro Community Cancer
Center

About Eastern Connecticut Health Network

Eastern Connecticut Health Network (ECHN) is a not-for-profit community-based health care system that serves residents of eastern Connecticut.

ECHN offers a full range of inpatient and outpatient services, from wellness to hospital care, from prevention to early detection, from newborn care to geriatric care.

Because we are a nonprofit health system, any proceeds at the end of each fiscal year are invested back into the health system for the enhancement and expansion of health-care services.

The ECHN family consists of:

- ◆ **Manchester Memorial Hospital**, a community hospital with 249 beds and 34 bassinets, offering medical and surgical services, 24-hour emergency care, diagnostic testing, a modern Family Birthing Center with neonatal services, a Sleep Disorders Center, and a comprehensive range of adolescent and adult inpatient and outpatient behavioral health services.
- ◆ **Rockville General Hospital**, a community hospital with 102 beds and 16 bassinets, offering medical and surgical services, 24-hour emergency care, a Cardiac Catheterization Laboratory, modern birthing suites, lithotripsy, and a regional dialysis service.
- ◆ **Woodlake at Tolland**, a 100-bed long-term nursing care and short-term rehabilitation facility.
- ◆ **Women's Center for Wellness** in South Windsor, offering a variety of health services including digital mammography and bone-density scans, as well as complementary therapies such as acupuncture and therapeutic massage.
- ◆ **Glastonbury Wellness Center**, combining fitness and medical services under one roof, including lab, medical imaging diagnostic services, and rehabilitation services.

ECHN's partnerships include:

- ◆ **Community Cancer Care** (with Hartford Hospital and Johnson Memorial Hospital), which provides radiation oncology services at **The John A. DeQuattro Community Cancer Center** in Manchester and at the **Phoenix Cancer Center** in Enfield.
- ◆ **The Hoffman Heart Institute at Rockville General Hospital** (with St. Francis Hospital and Medical Center), providing cardiac catheterization services at Rockville General Hospital.
- ◆ **Visiting Nurse & Health Services of Connecticut**, providing at-home nursing care, hospice care, and adult day care located at Woodlake at Tolland.
- ◆ **Connecticut Occupational Medicine Partners** (with St. Francis Hospital and Bristol Hospital), creating a regional occupational medicine service; and ownership interest (with Hartford Hospital) in Aetna Ambulance, Ambulance Service of Manchester, and Metro Wheelchair.
- ◆ **Connecticut Children's Medical Center**, a premier children's hospital in Hartford, which is affiliated with ECHN for pediatric specialty services.
- ◆ **The University of Connecticut Health Center**, which has formed an affiliation with ECHN for neonatal and perinatal care services.

ECHN's affiliation with educational institutions:

- ◆ **ECHN is affiliated with 22 educational institutions**, including colleges, universities, and high schools in Connecticut and Massachusetts.
- ◆ **ECHN provides clinical rotations** for physician assistants and residents, and clinical training for nurses, nurse practitioners, nurse midwives, CNAs, medical imaging technicians, physical therapists, occupational therapists, speech therapists, dietitians, respiratory technicians, and social workers, as well as student observations in cardiology and allied health.

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In addition, several hundred community residents volunteer their time as ECHN Corporators. Corporators elect the Board of Trustees, vote on matters of critical importance to the health system, and act as ambassadors to our communities.

ECHN's Accomplishments in 2006

Eastern Connecticut Health Network has compiled an impressive listing of accomplishments during 2006 that together greatly enhance the care provided to east-of-the-river communities.

Some of the items related to caregivers are:

- Recruited **10 new physicians** to establish practices in eastern Connecticut – six primary care physicians and four specialists.
- Established an **orthopedic physician assistant program** at Manchester Memorial Hospital and Rockville General Hospital.
- Together with Healthwise, established a **medical office in Coventry**.

Some of items related to technology are:

- Installed at state-of-the-art **medical imaging archiving and communications system**.
- Installed a **voice-recognition dictation system** in Medical Imaging to improve report turn-around time.
- Installed a **high-level CT scanner** at Manchester Memorial Hospital.
- Established a **dedicated room for chest x-rays** at Manchester Memorial Hospital.
- Received state approval to replace the mobile MRI unit with **permanent MRI equipment**.
- Added a **second digital mammography unit** with computer-assisted diagnostic software at the Women's Center for Wellness, which moved from Vernon to South Windsor.
- Acquired **state-of-the-art radiation therapy equipment** at The John A. DeQuattro Community Cancer Center.
- Introduced **16 remote telemetry units** at Manchester Memorial Hospital.
- Implemented **upgrades in EKG and Holter monitoring equipment** to coordinate services at Manchester Memorial and Rockville General hospitals.

Some of the items related to healthcare services are:

- Re-established **inpatient orthopedic surgery** at Rockville General Hospital.
- **Expanded the MRI schedule** at Rockville General Hospital from three days to five.
- Opened Evergreen Imaging Center, ECHN's **first satellite imaging center** and first physician-hospital joint venture.
- Formed agreement with Windham Community Memorial Hospital and Johnson Memorial Hospital to work collaboratively on a **joint venture imaging center** in Tolland.
- Submitted an application for state approval for a **joint venture free-standing endoscopy center** in South Windsor.

- **Expanded services such as cardiac stress testing to weekends** to better accommodate patient demand.
- Launched a **neonatal program** at the SBM Charitable Foundation Family Birthing Center at Manchester Memorial Hospital.
- ECHN was awarded \$100,000 in funding to have a **designated acute care psychiatric bed** held for a state Department of Mental Health client at all times.

Some of the items related to enhancing facilities are:

- Completed and opened the **ECHN Medical Building at Evergreen Walk** in South Windsor.
- Built and opened **two new ambulatory surgery operating rooms** at Manchester Memorial Hospital.
- Finalized plans for **renovation and upgrade of operating rooms** at Rockville General Hospital.
- Added **two staffed beds in the existing intensive care unit** at Manchester Memorial Hospital to increase capacity.
- Obtained state approval for a **new intensive care unit** at Manchester Memorial Hospital.
- **Expanded the Sleep Disorders Center** to include four additional beds in an offsite, community-based location.
- Completed and opened the **ECHN Medical Building at Fieldstone Commons** in Tolland, which houses primary care, OB/GYN, and specialty medical offices.
- Established **laboratory draw stations** in Coventry, South Windsor, and Vernon.
- Broke ground on **new physician medical office building** to be located next to Manchester Memorial Hospital.
- A **new hallway connector** was opened at Manchester Memorial Hospital between the main entrance and the Ambulatory Surgery Center, improving patient and visitor access to the maternity area.

Some of the items related to improving quality and safety are:

- A commitment to a **Core Values program** that stresses teamwork, respect, and communication.
- Expanded ECHN's **patient-satisfaction survey tools**.
- Implemented **new customer-service strategies** for staff throughout the health system.
- Implemented **new continuing education programs** for caregivers throughout the health system.
- Held ECHN's first **Allied Health Professionals Fair** to attract new employees in the areas of medical imaging, laboratory, rehabilitation services, and pulmonology.
- Began implementation of an **electronic medical records (EMR) system** for the emergency departments and operating rooms.
- Added a **night medication distribution unit** in the emergency department for improved access to necessary medication after the hospital pharmacy is closed.
- Purchased **new beds to reduce the risk for pressure ulcers (bedsores)**.
- Introduced the **"Red Slipper" fall prevention program**.

Eastern Connecticut Health Network Inc. and Subsidiaries

Consolidated Statement of Operations for the Period Ended September 30, 2006

	Manchester Memorial Hospital	Rockville General Hospital	Woodlake at Tolland	Consolidated
REVENUES:				
Patient service revenues (amounts we billed)	\$324,346,407	\$131,903,059	\$14,957,893	\$471,207,359
Less allowances (amounts we did not collect because of governmental limits, managed care fee schedules and charity care)	(\$181,713,163)	(\$74,790,797)	(\$5,125,825)	(\$261,629,785)
Net patient service revenues	\$142,633,244	\$57,112,262	\$9,832,068	\$209,577,574
Other operating revenues (includes grants, education programs, cafeteria and other items)	\$12,420,579	\$8,645,245	\$216,978	\$21,282,802
TOTAL REVENUES:	\$155,053,823	\$65,757,507	\$10,049,046	\$230,860,376
EXPENSES:				
Salaries and wages	\$70,726,498	\$29,231,601	\$4,880,27	\$104,838,378
Benefits for employees	\$16,198,501	\$8,048,644	\$1,259,138	\$25,506,283
Supplies, services and other expenses	\$50,179,013	\$18,940,689	\$2,444,222	\$71,563,924
Depreciation expense on buildings and equipment	\$7,428,182	\$3,372,394	\$363,848	\$11,164,424
Interest and financing costs on borrowed money	\$2,205,253	\$1,387,852	\$445,438	\$4,038,543
Provision for patient service revenue not paid	\$5,940,030	\$2,634,039	\$113,004	\$8,687,073
TOTAL EXPENSES:	\$152,677,477	\$63,615,219	\$9,505,929	\$225,798,625
The excess of our expenses over the amounts we received was	\$2,376,346	\$2,142,288	\$543,117	\$5,061,751
Other non-operative revenue (or expenses)	(\$2,191,792)	\$1,501,434	\$37,216	(\$653,142)
Therefore, our operating gain for the year was	\$184,554	\$3,643,722	\$580,333	\$4,408,609
OTHER AFFILIATES operating loss & one-time expenses for the year was				(\$1,944,748)
TOTAL ECHN SYSTEM operating income* for the year was				\$2,463,861

**This income is combined with other funds to retire debt (money borrowed) and to improve our facilities and services.*

Activity at Manchester Memorial and Rockville General Hospital Selected 2006 Fiscal Year Statistics: October 1, 2005 - September 30, 2006

Inpatient discharges: 12,586	Same-day surgeries: 7,352
Inpatient patient days: 58,853	Outpatient Emergency visits: 67,799
Inpatient overall average length of stay (in days): 4.68	Births: 1,530

Manchester Memorial Hospital provided **\$1,459,615 in free charity care** in fiscal year 2006.
Rockville General Hospital provided **\$578,251 in free charity care** in fiscal year 2006.