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HOSPITAL FOR SPECIAL CARE

MISSION

We will ensure exemplary care within our continuum, with the active involvement of those we serve, so that they can achieve enduring improvements in their quality of life. We will anticipate and be responsive to changing needs of our communities and a changing healthcare environment by creating an innovative, fiscally sound, cost effective system of care. We will support the practice of rehabilitation and continuing medical care through research and education. We will create a work environment and climate where employees are supported to provide excellent care, and find opportunities for personal and professional growth. We will be, in all of the above, responsive and accountable to our communities, for whose benefit we exist.

VISION

Center of Special Care will always be the community’s answer for people who have special health needs.

VALUES

Caring
Integrity
Pursuit of Excellence
A LETTER FROM THE CHAIRMAN

Serving as Chairman of the Center of Special Care Board of Directors has been as rewarding to me the second time around as it was when I had the privilege to fill this role for the first time. Working alongside truly gifted clinical and administrative leadership and helping to advance the work of the most caring and compassionate professionals you will find in any health care setting anywhere brings a sense of fulfillment and pride that I cannot begin to articulate.

In many ways the challenges Hospital for Special Care, and incoming chair David Kelly, face in the days ahead are familiar: a complex health care system that patients struggle to navigate; chronic underfunding for services to the most vulnerable individuals in our community; children with Autism Spectrum Disorder diagnoses waiting in emergency departments for critically needed care. Yet I say with complete confidence that HSC will surmount these challenges and sustain our mission of rebuilding lives. In fact, HSC will thrive and continue to lead the post-acute care sector as an innovative, forward thinking organization demonstrating outstanding patient care outcomes.

Your support as a donor, a community partner, a key stakeholder, and as a friend to HSC has been instrumental and critical in building this high quality resource here in our community. Your support will remain instrumental in the months and years ahead. My faith in you, and your commitment remains strong, and I end my term as Chairman, again, confident that you will join me in ensuring a sound future for HSC’s patients and mission.

Chairman of the Board
Center of Special Care, Inc.

A LETTER FROM THE PRESIDENT & CEO

Hospital for Special Care has an amazing mission and a very challenging business model. Our role as a safety net hospital has never been more evident. We are the low cost/high value option for Connecticut children and adults requiring the most complex medical care. Despite the fiscal obstacles we must continually navigate we have expanded our reach to 165 of Connecticut’s 169 cities and towns and have served individuals from as far away as Texas.

We focus our energies on systems efficiencies to preserve the resources at the bedside. We have made difficult decisions to ensure we can continue to provide unique, high quality, low cost exceptional care to those patients who might go without care if not for the dedication and skill of our clinical staff. Growth continues both in programs and in patient and visit volume. We provided over 44,000 outpatient medical and therapy visits and maintained an inpatient census with a greater than 90 percent occupancy rate throughout last year.

We are unique in our mission and our clinical model. We are extremely proud to have been named a Top Workplace for the 5th year in a row. Our staff of over 1,200 employees are active stakeholders working continuously and collaboratively to enhance the patient care environment and to support one another.

We have increased our visibility and activity in the community with the help of great new and growing partnerships. Our relationship with Travelers, the Maximilian E. & Marion O. Hoffman Foundation, American Savings Foundation, Inc., Kelser Corporation, MahoneySabol, LLP, Chip’s Family Restaurants and many other trusted partners has allowed us to expand awareness of Hospital for Special Care patients, programs and services and raise critically needed funds.

We have strengthened our leadership team and have welcomed new members J. Kevin Shushtari, MD., Senior Vice President, Chief Medical Officer and Wendy DeAngelo, MBA, Vice President, Development and Communications. Kevin and Wendy bring many years of diverse healthcare experience and talent joining a talented and committed leadership group helping to shape the future of Hospital for Special Care.

We know our future will not be without challenge but I am confident that Hospital for Special Care will continue to lead in the post-acute care environment. We will continue to set a high bar at the local, regional, national and even international level as our patient outcomes, research and innovation position us for long-term sustainability and success.

My appreciation for the support of our dedicated Board of Directors, friends and donors, community partners, and outstanding staff grows each year. Together we will continue to rebuild lives in remarkable ways.

President & CEO
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Hospital for Special Care
HOSPITAL FOR SPECIAL CARE
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Physical Medicine & Rehabilitation

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Neuropsychology

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Internal Medicine

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Neuropsychology

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HealthDrive Dental Services

CONNIE CORTEZ, APRN
Neuropsychology

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Neuropsychology

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Chief of Neuromuscular Medicine

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Dental Services

NICHOLAS GELBAR, PHD
Autism Services

MARCY GOLDSTEIN, MD, FCCP
Pulmonary Medicine

FREDRIC GOOGEL, DMD
Dental Services

LAUREN HERLIHY, PHD
Autism Services

DENNIS JOHNSTON, PHD
Neuropsychology

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Neuromuscular Neurologist

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Psychiatrist, Autism Services

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Pulmonary Medicine

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Autism Services

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Autism Services

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Director of Autism

REBECCA MUHLE, MD
Autism Services

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Internal Medicine

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Psychiatry

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Chief of Physical Medicine & Rehabilitation

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Physical Medicine & Rehabilitation

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CHARLES WHITAKER, MD
Neuromuscular Medicine

KAYANN WILSON, APRN
Internal Medicine

WENJIE YU, DMD
Dental Services
When Allison “Alli” Mesa started working at Hospital for Special Care, she treated patients who needed speech/swallow therapy and saw through their discharge according to plan. However, she realized that she wanted to do something more. Alli is a Speech Language Pathologist at the Hospital for Special Care, which means it is her job to work with patients who have speech or swallowing disorders. She helps diagnose, treat and prevent speech, language, communication and swallowing disorders in children and adults.

Alli consistently provides excellent care and is always thinking outside the box to create ways to educate her patients, their families as well as the greater community about their diagnosis. When her patients were discharged home, she realized they needed innovative ways to remember all of the things she taught them. Taking the initiative, Alli planned and coordinated maintenance communication groups; 4 of which run annually today.

Her patients continue their relationship with her, even after discharge. Two of her previous patients have made it their mission to not only attend the communication groups, but to also follow up with Alli once a week over the phone to discuss their new skills.

Alli exhibits excellent leadership and initiative. From starting new programs, organizing educational community based events, and doing her part to spread awareness during national awareness weeks/months and fundraise for these causes, Alli is a fierce advocate for making sure her patients and community members alike are educated on speech and language issues. Her coworkers all agree that they are lucky to have her a part of the team.
David Rhoads is a retired sales and marketing executive who enjoys international travel with his wife Candy, playing golf in other countries and spending time with his eight grandchildren. He has an infectious smile, a great sense of humor and an admirable collection of stylish shoes... and socks.

For over 10 years David has been living with Parkinson’s disease (PD). He was diagnosed with dyskinesia and can show symptoms of severe tremors and impaired balance. PD is an insidious disease because it shows a multitude of faces each day. Symptoms can vary from stiff muscles, tremors in the hands and feet, slurred speech and/or trouble with recall. Muscle stiffness can impede walking and PD can attack the vocal chords relegating speech to a whisper. David is one of the 60,000 newly diagnosed in this country each year and he receives care at the Hospital for Special Care (HSC) Parkinson’s Disease and Movement Disorders Center from a multidisciplinary team of clinicians led by neuromuscular neurologist Adam Simmons, MD.

David’s team of caregivers at HSC includes physical therapists and speech language pathologists as well as the neuromuscular center staff. Medication, exercise and deep brain stimulation (DBS) help address David’s symptoms and help him remain active. A DBS device, a small device implanted under the skin on the chest, sends electrical pulses to key areas of the brain to block nerve signals that cause Parkinson’s symptoms. Dr. Simmons can adjust the DBS externally using a remote control. The results can be dramatic.

David is quick to remind you that a vigorous exercise program is the most important factor in managing PD progression. Of course, the support he gets from his wife Candy is really the best medicine available.

To learn more about David and see the dramatic impact of DBS technology visit http://fox61.com/2018/05/10/helping-parkinsons-disease-patients-beyond-the-use-of-medication/
### CONSOLIDATED STATEMENT OF OPERATIONS AND CHANGES IN NET ASSETS

<table>
<thead>
<tr>
<th>Description</th>
<th>UNAUDITED</th>
<th>AUDITED</th>
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<tbody>
<tr>
<td><strong>YEAR ENDED MARCH 31</strong></td>
<td></td>
<td></td>
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<tr>
<td><strong>NET REVENUES FROM SERVICES TO PATIENTS</strong></td>
<td>$99,132,261</td>
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<tr>
<td><strong>BAD DEBTS</strong></td>
<td>($575,192)</td>
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<tr>
<td><strong>OTHER REVENUE</strong></td>
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<td>$4,106,640</td>
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<td><strong>TOTAL REVENUE</strong></td>
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<td><strong>SALARIES, WAGES AND EMPLOYEE BENEFITS</strong></td>
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<td><strong>SUPPLIES AND OTHER</strong></td>
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<td><strong>INTEREST</strong></td>
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<td><strong>DEPRECIATION AND AMORTIZATION</strong></td>
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<td><strong>TOTAL OPERATING EXPENSE</strong></td>
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<td><strong>INCOME (LOSS) FROM OPERATIONS</strong></td>
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<td><strong>INCREASE (DECREASE) IN UNRESTRICTED NET ASSETS</strong></td>
<td>($1,232,335)</td>
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### CONSOLIDATED BALANCE SHEET

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<th>Description</th>
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<tbody>
<tr>
<td><strong>AS OF MARCH 31</strong></td>
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<tr>
<td><strong>CASH AND CASH EQUIVALENTS</strong></td>
<td>$6,845,172</td>
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<td><strong>INVESTMENT SECURITIES</strong></td>
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<td><strong>ACCOUNTS RECEIVABLE</strong></td>
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<td><strong>PROPERTY, PLANT AND EQUIPMENT</strong></td>
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<td><strong>OTHER ASSETS</strong></td>
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<td><strong>TOTAL ASSETS</strong></td>
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<td><strong>ACCOUNTS PAYABLE</strong></td>
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<td><strong>SALARIES, WAGES AND OTHER ACCRUALS</strong></td>
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<td><strong>OTHER</strong></td>
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<td><strong>LONG TERM DEBT</strong></td>
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<td><strong>UNRESTRICTED NET ASSETS</strong></td>
<td>$77,641,094</td>
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<td><strong>TEMPORARILY AND PERMANENTLY RESTRICTED NET ASSETS</strong></td>
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<tr>
<td><strong>TOTAL LIABILITIES AND NET ASSETS</strong></td>
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<td>$145,272,123</td>
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