Dear Friends,

As Chairman of the Board for the Center of Special Care, I am proud and privileged to welcome you to our 2017 Annual Meeting.

Since we last met, so much has changed in our state, our nation and our beloved Hospital for Special Care (HSC). At the federal level, Congress and our new President are aggressively pursuing a major overhaul of the Affordable Care Act of 2010. The potential changes to Medicaid funding are of the utmost concern to us here at HSC, given the fact that more than 70% of our patient revenue comes from this program.

At the state level, an almost unprecedented economic crisis has caused the Governor and the legislature to rethink the state’s entire budgetary structure. The current proposal to allow municipalities to assess a property tax on non-profit hospitals would be detrimental to HSC and all of us on the Board are committed to urging its defeat.

Here at HSC, we too have experienced change. As we celebrated our 75th Anniversary, we said farewell to our longtime CEO Dr. John Votto and we welcomed our new CEO Lynn Ricci. The optimism and professionalism demonstrated by both John and Lynn through the final phase of our leadership transition was appreciated not only by myself personally, but by our entire Board as well.

With Lynn at the helm and our 75th year about to come to a close, I can certainly say that I have never been prouder to be associated with such a fine institution. From last year’s Travelers Championship and our spectacular 75th Anniversary Gala to the essential patient care that we provide every day, this truly is a special place. And despite the uncertainties of both government and our healthcare industry, I know we are poised for even greater days ahead.

I am honored to serve as the Chairman of such an amazing organization.

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& Director of Medical Education

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Lynn Ricci, FACHE
President & CEO, Center of Special Care, Inc.

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Chief of Psychology

John J. Votto, DO, FCCP
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Infection Prevention and Control

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Neuropsychology

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Internal Medicine

Steven P. Brown, PsyD, ABPP-CN
Neuropsychology

Jennifer Cromer, PhD
Neuropsychology

Collette Elliott, PhD
Psychology

Kevin Felice, DO
Chief of Neuromuscular Medicine

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Autism Services

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Neuromuscular Medicine

Kayann Wilson, APRN
Internal Medicine

Monica Sandra Wolff, DDS, MDS
Dental Services

Wenjie Yu, DMD
Dental Services
## Consolidated Statement of Operations and Changes in Net Assets

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<tr>
<th></th>
<th>Unaudited 2017</th>
<th>Audited 2016</th>
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</thead>
<tbody>
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<td><strong>Net revenues from services to patients</strong></td>
<td>$97,403,475</td>
<td>$93,365,950</td>
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<td><strong>Bad Debts</strong></td>
<td>($703,891)</td>
<td>($235,066)</td>
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<td><strong>Other revenue</strong></td>
<td>3,934,619</td>
<td>4,633,251</td>
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<td><strong>Total Revenue</strong></td>
<td>100,634,204</td>
<td>97,764,135</td>
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<td><strong>Salaries, wages and employee benefits</strong></td>
<td>73,765,039</td>
<td>70,731,829</td>
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<td><strong>Supplies and other</strong></td>
<td>20,095,250</td>
<td>20,324,100</td>
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<td><strong>Interest</strong></td>
<td>1,782,275</td>
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<td><strong>Depreciation and amortization</strong></td>
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<td>3,893,804</td>
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<td><strong>Total Operating Expense</strong></td>
<td>100,099,530</td>
<td>97,059,875</td>
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<td><strong>Income (loss) from operations</strong></td>
<td>534,674</td>
<td>70,731,829</td>
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<td><strong>Investments</strong></td>
<td>1,735,282</td>
<td>969,365</td>
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<td><strong>Other nonoperating activity</strong></td>
<td>2,667,245</td>
<td>(1,042,924)</td>
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<td><strong>Increase (decrease) in unrestricted net assets</strong></td>
<td>$4,937,202</td>
<td>$630,701</td>
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## Consolidated Balance Sheet

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<th>Unaudited 2017</th>
<th>Audited 2016</th>
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<tr>
<td><strong>Cash and cash equivalents</strong></td>
<td>$3,593,702</td>
<td>$1,404,361</td>
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<td><strong>Investment securities</strong></td>
<td>63,528,545</td>
<td>58,074,370</td>
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<td><strong>Accounts receivable</strong></td>
<td>13,817,444</td>
<td>13,427,541</td>
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<td><strong>Property, plant and equipment</strong></td>
<td>50,254,065</td>
<td>51,140,670</td>
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<td><strong>Other assets</strong></td>
<td>15,195,723</td>
<td>21,148,979</td>
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<td><strong>Total assets</strong></td>
<td>$146,389,479</td>
<td>$145,195,921</td>
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<tr>
<td><strong>Accounts Payable</strong></td>
<td>$2,696,623</td>
<td>$2,389,194</td>
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<tr>
<td><strong>Salaries, wages and other accruals</strong></td>
<td>8,341,905</td>
<td>6,983,818</td>
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<td><strong>Other</strong></td>
<td>12,296,060</td>
<td>13,878,528</td>
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<td><strong>Long term debt</strong></td>
<td>44,656,970</td>
<td>50,391,696</td>
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<tr>
<td><strong>Unrestricted net assets</strong></td>
<td>75,111,592</td>
<td>69,269,230</td>
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<tr>
<td><strong>Temporarily and permanently restricted net assets</strong></td>
<td>3,286,329</td>
<td>2,283,455</td>
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<tr>
<td><strong>Total liabilities and net assets</strong></td>
<td>$146,389,479</td>
<td>$145,195,921</td>
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</table>
Brittany Brochetti continually goes above and beyond for both the patients and the staff at Hospital for Special Care. Brittany is a shining star on the Medical Rehabilitation Unit and her role as a restorative therapy aide means she is the right hand to our therapists. She not only assists with problem solving, but she anticipates problems or safety concerns and addresses them before they become an issue. Brittany is known for her positive attitude and her warm welcoming smile. She has excellent customer service skills and endlessly tries to boost the morale of patients and staff. She always makes sure to do a little extra for our patients. During the month of December she planned and implemented the “Reindeer Games” which were scheduled therapeutic activities that brought a little fun and joy for patients hospitalized during the holidays.

Brittany has taken on a lead role in the ReWalk program. She became trained and certified, which is not something an aide level employee is required to do. Taking on this additional responsibility has greatly impacted our therapists’ treatment time. Brittany does so much for the rehab and therapy teams that it is impossible to list all her accomplishments. She takes great pride in her job and continues to strive for excellence.

Congratulations Brittany!
## ANNUAL FUND DONORS

April 1, 2016 - March 31, 2017

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<td>Francis J. Votto</td>
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<td>Dr. and Mrs. William J. Watson</td>
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<td>Weber and Burkard Families</td>
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Tribute gifts were received in honor of the following individuals:

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<td>Elyse L. Carroll</td>
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<td>Jay Fishman</td>
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<td>Timothy Hartley</td>
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<td>Steven Hoyt</td>
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<td>Noah Lourie Mosher</td>
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<td>Dr. William J. Pesce</td>
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<td>Jacklyn M. Pezzulo</td>
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<td>Beverly Pickens</td>
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<td>Staff at Mount Sinai Hospital</td>
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<td>Karen Summit</td>
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<td>Mark A. Tartaglia</td>
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<td>The patients and families of HSC</td>
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<td>Albert P. Turner</td>
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<td>Dr. John J. Votto</td>
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<td>The wedding of Gisele Dube &amp; Hermel Lizotte</td>
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<td>Holly Wiezalis</td>
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<td>Lincoln Winslow</td>
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<td>Gilbert Wishart</td>
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Making a personal gift to Hospital for Special Care is an act of selfless generosity. There are many ways to make a tax-deductible gift to the Hospital during one’s lifetime or after. We encourage you to consult with your attorney, accountant or other financial advisor when considering a gift that may have substantial impact on your finances or estate. Linda Glovna, Director of Development of the Hospital for Special Care Foundation, is available for a confidential discussion at your convenience at 860.612.6312.
Laura Roix is battling Idiopathic Pulmonary Fibrosis (IPF), a progressive disease in which one’s lungs become thick and scarred - and then stiff, making breathing difficult.

Laura was in need of a lung transplant. She was placed on two transplant lists, one at New York Presbyterian/Columbia University Medical Center and one at Brigham Women’s Hospital (BWH) in Boston. On December 23, 2016 Laura received a call. It was from the hospital in New York. “They informed me that I was a backup in case the lungs were not a fit for the primary recipient,” she said, “I drove all the way to New York, went through all the pre-operation tests and prep and then was told the lungs were good for the primary recipient. I had my “dry run.” In the end I was grateful that the lungs went to who they were meant to go to. The positive, out of that experience, was that I knew I was high up on their transplant list.”

On January 6, 2017 at 5:30 pm as Laura was just about to sit down to dinner, her phone rang. “My daughter and I just seemed to know,” she said, “She ran upstairs to get ready as I answered the phone. It was BWH with the best news ever! They had a lung for me. I called my son in New Hampshire then left immediately for Boston. This time we all knew in our hearts that this was it. The call came 3 weeks to the day I was listed. On January 7th at 11:00 am, I was taken into the operating room and was given a donor left lung.”

“While I was in surgery getting my transplant my phone rang and my daughter answered it. It was the hospital in New York, they too had a lung for me. Later my daughter asked my doctors how often that happens, to which he said never. My journey was meant to be on January 7th at BWH, I have no doubt about that. If New York had called us first, we would not have made it in time. That was the night of the 25 car pile-up on I-95.”

During Pulmonary Fibrosis Awareness Month, Laura continued her advocacy. Along with other patients and HSC staff, she met with U.S. Senator Chris Murphy to discuss what we need our government to do to bring support, awareness and research to this disease.
The transplant was successful and by the time Laura went home she was walking two miles a day. She stopped using oxygen or breathing devices immediately after surgery.

Laura is a patient of the Pulmonary Rehabilitation program at Hospital for Special Care. “HSC holds a special place in my journey,” she said. “Elyse Carroll, Stephanie Alderman and Jackie Pezzulo go above and beyond their job scope. These amazing respiratory therapists praised me and pushed me. They gave me my self-esteem back.” The Pulmonary Rehabilitation program allowed Laura the opportunity to share her story with other IPF patients. With Stephanie’s guidance and the hospital’s blessing, she started a support group that has reached so many patients who no longer feel like they are alone.

“The doctors and care coordinators at BWH kept asking me how I stay so strong,” she said. “I told them about HSC’s Pulmonary Rehabilitation program and how the HSC team kept stressing the importance of exercising to stay strong preoperatively. Now that I’m post-transplant, I have to say, no matter how strong I was, I wasn’t strong enough. I needed to continue to exercise. This helped me recover faster.” Laura came back to HSC postoperatively and once again became a patient in the Pulmonary Rehab program. “I cannot stress enough that listening to the HSC team was so important in my recovery. HSC is a huge part of my journey; they stay in touch not because it’s their job but also because they care for each and every one of us.”

WHAT IS AHEAD FOR LAURA?

“I’m going to live,” she said. “I want to continue the fight for patients and myself. I am advocating for the education and empowerment of patients to be able to make informed decisions. Since I still have a native right lung, I still have Idiopathic Pulmonary Fibrosis. I traded one disease for a whole host of other issues that may come my way with a new lung. While I have had two bumps in the road on my journey, which is normal, I plan to stay around for a while to honor my donor and the people that helped me along the way.”

Laura continues to have a connection with HSC pre-op, post-op and for health maintenance. HSC is her “respiratory home.”