



Calling all
superheroes!

2018 Annual Report



Center
of Special
Care, Inc.



Letter from the Chairman of the Board

I am honored and privileged to serve alongside the very talented and dedicated clinical and administrative leadership in advancing Hospital for Special Care's (HSC) mission of providing superior care and rebuilding lives of the most vulnerable individuals in our community.

This is a tremendous time to be part of the hospital family as we continue to focus on excellence and execution to drive growth.

Through my role on the Board and time spent at the hospital, I have grown, as many of you, to understand how unique and admired HSC is. What sets HSC apart from all others? Look no further than the hospital name...Special Care. Nowhere else can you find the level of quality care and compassion that exemplifies HSC.

Where else would you rather be?

As an innovative post-acute care leader, we have seen recent investments in outpatient and autism services prove timely and beneficial to the community as HSC delivered outstanding care outcomes to its highest recorded number of patients. Not coincidentally, the number of caring and compassionate employees has also grown to its highest level.

We also continue to build on relationships with partners and key stakeholders as they recognize the expertise and value that HSC offers.

With a \$10 million capital investment and additional programmatic grants from the State of Connecticut to grow HSC's autism services, the hospital,

with additional support from the community, will expand the inpatient autism unit, launch a partial hospital program and expand access to care in the community. The growth and success of this service continuum is a true team effort and a testament to HSC's culture.

With diverse programs serving patients from infants to seniors and from head to toe, HSC is positioned well to thrive as we look to extend the positive momentum experienced internally and externally, locally and nationally.

Where else would you rather be?

We are grateful for all the support we've received from the state, donors, community partners, stakeholders, patients and friends of HSC.

On behalf of my fellow Board Directors, I thank you all for your continuing commitment to the future of the hospital and to the individuals who rely on HSC's expertise and care.

All the best in health!

A blue rectangular box containing a white cursive signature that reads "D.J. Kelly".

David J. Kelly
Chairman of the Board

Letter from the President

Caring. Integrity. Pursuit of Excellence. These are the values that drive our clinical care, our business practices and our commitment to the community. These are the values that our employees and volunteers embrace wholeheartedly.

As a team we live these values. You can see the impact in our patient care and safety outcomes, our accreditations and honors and in the continued investment of key stakeholders in sustaining and advancing our mission.

Hospital for Special Care continues to break new ground, leading locally, regionally and nationally across disciplines and diagnoses. This year the National Committee on Quality Assurance recognized both our autism outpatient center and The Gawlicki Family COPD Disease Management program as the only Patient Centered Specialty Practices of their kind in the nation.

The Charles H. Kaman Neuromuscular Center earned recognition as a Charcot-Marie-Tooth Association Center of Excellence.

Our community of patients, volunteers and employees celebrated our sixth consecutive

designation as a Top Workplace, braved a chilly, wet run at the 25th Annual Eversource Hartford Marathon and raised awareness of ALS at the Travelers Championship. Key stakeholders, including the State of Connecticut and our legislative champions, as well as our corporate and foundation partners and donors, have committed extraordinary support and resources to our initiatives to expand access to care for families impacted by Autism Spectrum Disorder.

As a part of the HSC family, you know that while we cherish the opportunity to celebrate our laurels – we will never be content to rest on them. The year ahead will bring new challenges and our work to secure the remaining resources we need to realize our vision of a comprehensive ASD service continuum is far from complete.

I look forward to continuing our work with our Board of Directors, friends and donors, community partners and truly remarkable staff. Together we can advance our mission and continue rebuilding lives.

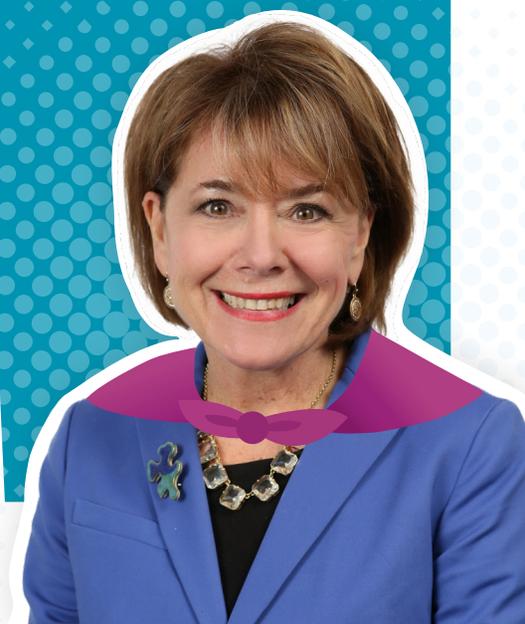
Thank you for being my partner every step of the way.



Lynn Ricci, FACHE
President and CEO

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Our Impact: Caring for Our Patients



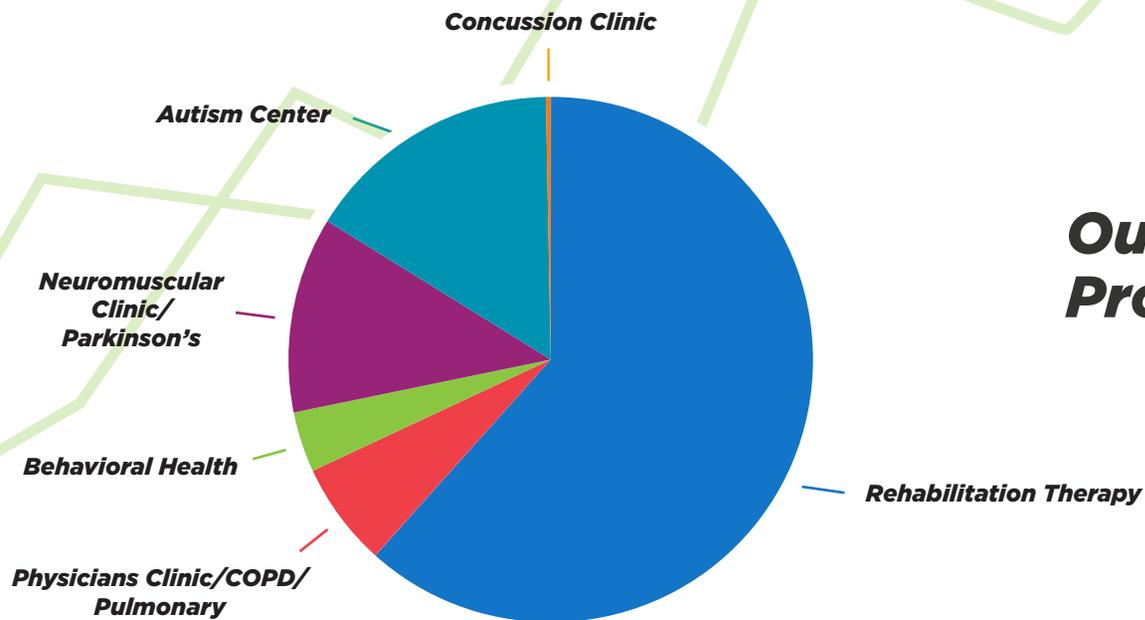
814

Inpatient Admissions



46,672

Outpatient Visits



Outpatient Visits Per Program



Pursuit of Excellence

WOW



The National Committee for Quality Assurance recognized the Autism Center as the nation's first and only level-three Patient Centered Specialty Practice (PCSP). Level-three recognition is the highest that a specialty practice can achieve. The Autism Center first achieved level-one PCSP designation in 2015.

The National Committee for Quality Assurance also recognized our Gawlicki Family COPD Disease Management program as the nation's first and only Patient Centered Specialty Practice in this field of practice. The Gawlicki Family Foundation awarded a \$250,000 grant in 2017 to support our efforts to achieve PCSP recognition.



The Charles H. Kaman Foundation Neuromuscular Center earned recognition from the Charcot-Marie-Tooth Association as a Center of Excellence in treating Charcot-Marie-Tooth neuropathy (CMT), a disease of the peripheral nerves that control muscles. We provide care for 200 patients with CMT each year and have developed extensive expertise in diagnosing and treating the weakness and sensory loss that are associated with the condition.

Our Impact: Caring for Autism



113

Inpatient Admissions



7,412

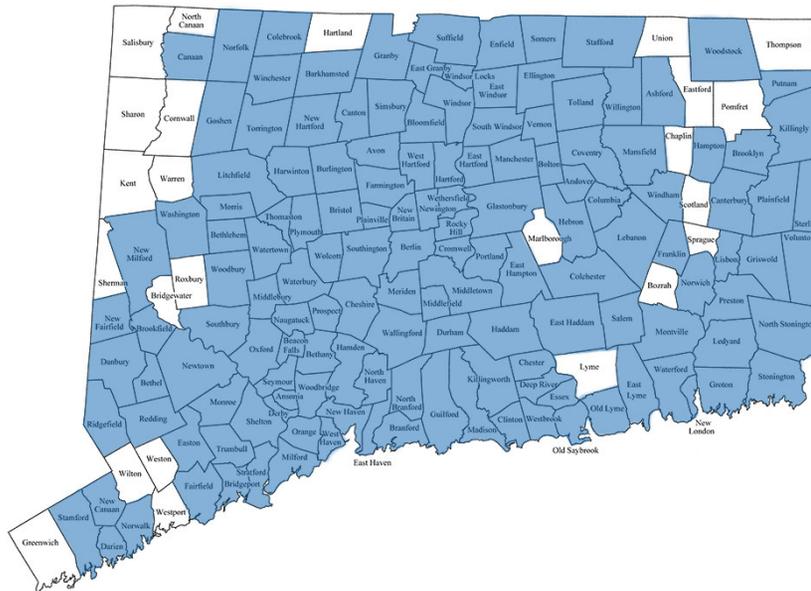
Outpatient Visits



24 Days

Length of Stay

Median



Caring for Connecticut and Beyond

Since the start of the program in 2012 we've served patients from:

**Connecticut
Indiana
Massachusetts
Missouri
New Jersey
New York**

**Pennsylvania
Rhode Island
South Carolina
Tennessee
Texas**



98%
functional goal attained
upon discharge



96%
discharged to community



92%
remained home
30 days post-discharge



65%
stress level improved
for parents, 180 days post-discharge

Great Outcomes
from the only Autism
Inpatient Unit in CT!



“We need the opportunity to be parents.”

Find Ellis’s full story on the WTNH News 8 feature at hfsc.org.

Ellis: The Boy We Are Fighting For

For Ellis and his family, the highly specialized autism services at HSC help improve the stability of daily life and provide safe harbor in times of crisis. Ellis does not speak and at times his behaviors can cause harm for him and his family. Ellis’s father Ed shares his family’s experience to help others understand what access to autism care means for many families.

“All together he was gone for 35 days. All of us were devastated by his level of aggression and the self injury we witnessed and could not control. Each time when we went into the Autism Unit, we saw Ellis’s smiling face [as a superhero] upon the posters in the hall.

“A reminder of the boy we were fighting for.”

While in inpatient, Ellis was put on a new medication. This medication is having a very positive effect on reducing the intensity and duration

of his behaviors. This, together with intense Applied Behavior Analysis (ABA) is what is bringing him back. I believe it is medication that unlocks the door and ABA that opens it.

Just a few weeks ago I was holding Ellis down on the floor just to stop him from smashing his head and biting his arms, [and now] all this week I have been playfully wrestling with him. He has been non stop, pulling me and jumping on me with laughter. It is a profound change.

I think the goal of every parent and family member effected by autism is to decrease the negative interactions and increase them with more uplifting family moments. That is why support is so desperately needed. We need the opportunity to be parents. I am thankful that we have [HSC] and our in-home care provider to do those things they have trained for. This allows us to love Ellis more and give him more positive reinforcement.”

This is Ellis!



What's Ahead for Autism

Is it a Bird? Is it a Plane?

No! It's the expansion of Connecticut's only autism inpatient unit! To address the urgent, unmet needs of children with autism and their families, we will add a new building to our New Britain campus to create a new expanded inpatient unit with a dedicated entrance, 12 single patient rooms and Connecticut's first autism-specific Partial Hospitalization Program (PHP). The PHP will provide a step down/step up solution for children and youth to transition successfully into the community, and help others remain safely at home. The ultimate result will be fewer children "stuck" in hospital emergency rooms and a reduction in self-harming/destructive behaviors, with increased stability in the home setting. We're also expanding community services to support emergency departments and expand access to ABA services. We're calling all superheroes to assemble and help us secure the revenues we need to care for Ellis and families like his.



Superheroes:

Early investors in our Superheroes Campaign are leading the way!

- State of Connecticut
- American Savings Foundation
- William and Ellen Macristy Foundation
- The Petit Family Foundation
- Stanley Black & Decker, Inc.
- Connecticut Health and Education Facilities Authority
- Richard P. Garmany Fund of the Hartford Foundation for Public Giving
- Aldo DeDominicis Foundation
- Farmington Bank Community Foundation

...and many more generous individuals, families and friends.



Financials

Consolidated Statement of Operations and Changes in Net Assets

Year Ended March 31	Unaudited 2019	Audited 2018
Net revenues from services to patients	\$104,790,438	\$99,132,253
Bad Debts	(\$768,365)	(\$574,095)
Other revenue	\$4,950,280	\$3,926,093
Total Revenue	\$108,972,354	\$102,484,251
Salaries, wages and employee benefits	\$77,396,395	\$77,544,743
Supplies and other	\$21,938,764	\$22,785,834
Interest	\$1,147,899	\$1,471,412
Depreciation and amortization	\$4,871,374	\$4,626,026
Total Operating Expense	\$105,354,433	\$106,428,015
Income (loss) from operations	\$3,617,921	(\$3,943,764)
Investments	\$2,296,048	\$2,715,447
Increase (decrease) in unrestricted net assets	\$5,913,969	(\$1,228,317)

Consolidated Balance Sheet

Year Ended March 31	Unaudited 2019	Audited 2018
Cash and cash equivalents	\$7,619,500	\$6,863,141
Investment securities	\$67,877,612	\$65,950,835
Accounts receivable	\$16,799,289	\$13,589,641
Property, plant and equipment	\$49,776,024	\$50,153,233
Other assets	\$7,580,329	\$10,450,474
Total assets	\$149,652,754	\$147,007,324
Accounts Payable	\$3,195,767	\$3,161,623
Salaries, wages and other accruals	\$7,640,560	\$7,679,758
Other	\$11,317,997	\$13,503,846
Long term debt	\$39,517,575	\$41,117,532
Unrestricted net assets	\$83,391,145	\$78,014,684
Temporarily and permanently restricted net assets	\$4,589,710	\$3,529,881
Total liabilities and net assets	\$149,652,754	\$147,007,324

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Our Leadership

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Vice President, Chief Nursing Officer

Donald Cyr

Vice President, Facilities & Hospitality Services

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Vice President, Development & Communications

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Corporate Compliance Officer

Jennifer Farley, RT(R)(M), MBA

Vice President, Quality, Patient Safety Officer

Our Medical Leadership

Kevin J. Felice, DO

Chief of Neuromuscular Medicine
Director, Neuromuscular Center

Marcy L. Goldstein, MD, FCCP

Medical Director, Cardiac Medical
Unit and Hartford Satellite Unit

Dennis Johnston, PhD

Director of Neuropsychological
Services

Hassan M. Minhas, MD

Medical Director, Outpatient
Services, Autism Center

Saboo Mubbashar, MD

Medical Director, Autism Inpatient
Unit

Nathan Nartey, MD

Medical Director, Medical
Rehabilitation Unit

**Brenda Nurse, MD, CWS, FACCWS,
FACP, FIDSA, FSHCA**

Chief of Infectious Diseases and
Infection Prevention and Control,
and Director, Medical Education and
Graduate Medical Education

John Pelegano, MD

Chief of Pediatrics

William J. Pesce, DO

Chief of Physical Medicine &
Rehabilitation

Dennis L. Rosati, MD

Medical Director Brain Injury Service
and Neurobehavioral Units

J. Kevin Shushtari, MD

Senior Vice President, Chief Medical
Officer

Adam Simmons, MD, DABIHM

Medical Director, Parkinson's Disease
and Movement Disorders Center

Thomas J. Soltis, MD, MPH

Chief of Geriatrics

John Stanwood, PhD

Chief of Psychology

Charles Whitaker, MD

Medical Director, Muscular
Dystrophy Clinic for Children

AWESOME

Nathan Nartey, MD,
Medical Director and
Internist was selected
as one of the **Hartford
Business Journal's
class of 40 Under
Forty honorees.**



Kevin Felice, DO,
Chief of the
Department of
Neuromuscular
Medicine was
selected as one of the
Best Doctors® for
Neurology services by
both the Connecticut
and Hartford Magazine.



Our Superheroes

Superheroes are real. They may not fly, have the ability to spin webs, or have magic hammers and shields, but they do have the ability to heal, guide and strengthen. They have the ability to improve, to advance - to rebuild lives. These superheroes are our employees. They always answer the call for our patients, their families, the community and each other. Of course, with great power, comes great responsibility. By combining all of our unique skills and shared values, we make a positive difference in the lives of our patients.

Our employees go the extra mile. In 2018, our employees were nominated for 311 Good Catches, an award for employees who demonstrate their commitment to keeping patients safe. We were recognized for being one of Greater Hartford's Top Workplaces for the sixth year in a row. Our employees ran and/or walked over 65 miles and climbed 34 flights for causes they believe in. Together, our employees raised over \$79,000 dollars for our annual Employee Giving Campaign; \$31,000 funding the construction of a Remember Me Garden, a quiet place for reflection. Employees of all departments and disciplines, combined with leadership, have come together this year to support our autism expansion by raising \$160,000 and counting.

But it's not just the dollars, the miles or the numbers that make our superheroes super. It's the everyday actions that touch individual lives. It's working together to empower that mom, grandpa, dentist or postal worker, achieve independence, re-learn activities of daily living, and return home. With our unique talents and perspectives, our multidisciplinary team of over 1,500 employees and volunteers work together to help patients and program participants pursue their passions. We believe that together, we have the power to rebuild lives!

WOW

Michele LaPira, Peggy DeFloria and Dawn Kittredge were honored with the **Nightingale Award for Excellence in Nursing.**



Stephanie Alderman, respiratory therapist, was selected by the **Hartford Business Journal as a Health Care Hero** for her role in supporting patients with COPD.

In memory of Lyn Robinson

Lyn Robinson served as Director of Volunteer and Pastoral Care Services, inspiring, supporting and genuinely appreciating thousands of volunteers over her twelve years of service. Lyn generously shared her enthusiasm, expertise, strength and perseverance with her colleagues and the entire Connecticut health care community. Her upbeat attitude, ready smile and the positive impact of her work will live on in our hearts.

“Lyn leaves a legacy of light and hope in the volunteer community, a legacy that has touched everyone in our family,” said Lynn Ricci. “We celebrate her life and the gifts she has shared and renew our commitment to keeping that light shining for our patients, our volunteers and for one another.”



In memory of Michael Timura

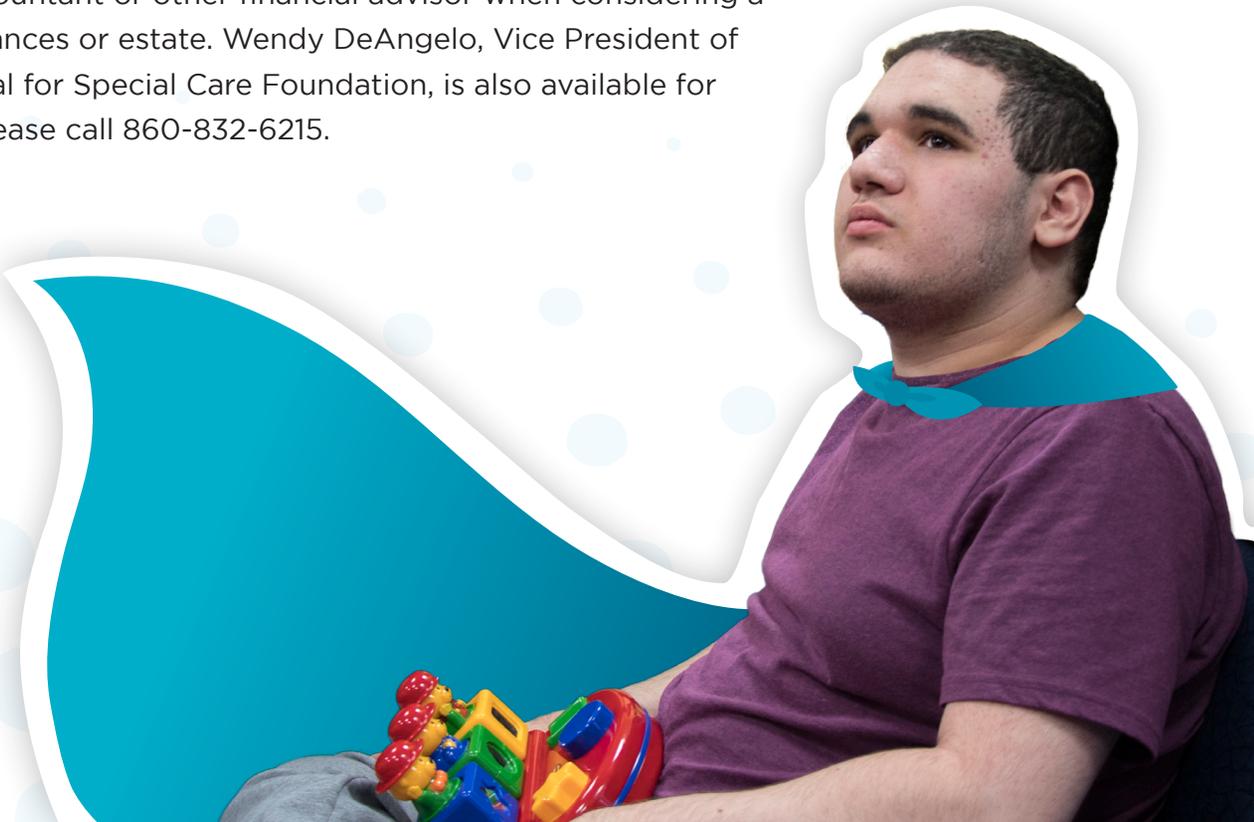
Michael Timura, a long-time corporator, was the single most generous individual contributor in our organization’s history... and his gifts extended far beyond his charitable donations. A friend, advisor and champion of HSC’s patients, employees and leadership, Mr. Timura’s wisdom, commitment to community and practical ingenuity can be seen throughout the hospital buildings and community. Mr. Timura valued the expertise and caring of the HSC staff and focused much of his nearly \$1 million philanthropic investment at HSC on supporting the health care workforce. He established scholarship programs for physicians, physical therapists and nurses and also established a fund in 2018 to support professional development for Certified Nursing Assistants. “Mike valued his family above all. We were privileged to be a part of that family,” said Lynn Ricci.

Superheroes Assemble!

Caring, Integrity, Pursuit of Excellence...

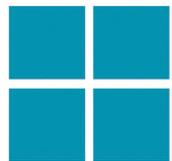
We like to think our organizational values are those of a superhero. By making a personal gift to Hospital for Special Care you embody those values. Your gift supports services and activities touching the lives of kids and teens, adults and seniors, families and communities in every Connecticut home town. It enhances the quality of life of patients and program participants through high quality, specialized clinical care and community based activities including the arts, therapeutic horseback riding and adaptive sports. And it ensures our continued capacity to lead the healthcare sector as an innovative, forward thinking organization achieving outstanding patient care outcomes and remarkable community benefits.

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. Wendy DeAngelo, Vice President of Development and Communications at the Hospital for Special Care Foundation, is also available for a confidential discussion at your convenience. Please call 860-832-6215.



*Hospital for
Special Care*

We Rebuild Lives.



Center
of Special
Care, Inc.



We Rebuild Lives.

HSC
Community
Services, Inc.