



**Live.
Grow.
Care.
Give.
Serve.**

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Leadership Message

Live | Grow | Care | Give | Serve

When patients come to Hospital for Special Care they are likely experiencing the single greatest life change they've ever known... with more changes, large and small, to come in the months and years ahead. The journey we've shared over the past two years of the COVID-19 pandemic feels somewhat similar. Our lives changed dramatically. We could no longer travel. We could no longer hold the people we love in our arms. More than a million lives around the country have ended far too soon.

As we begin to shift to an endemic experience of COVID-19 the changes to our world persist. We've made it through more surges. We've been liberated from our masks – if only briefly. We've developed the tools and skills we need to keep our patients and our families as safe as possible. Our workforce shortages persist, and in fact, grow more troubling – in healthcare and across the community. Our supply chain challenges impact everything from trach tubes to heparin flushes and infant formula.

Each new challenge brings new opportunity. Our collaborations with academic institutions training the next generation of nurses and patient care providers have never been stronger. We continue to break new ground, including adding clinical rotations in autism inpatient care, a unique resource preparing nursing students to work with a growing population. Our supply chain management teams have expanded our pool of suppliers to meet patient needs. Our specialized pharmacists have found safe, effective alternatives and sourced the solutions required to ensure continuity of care.

Our clinical and research teams continue to grow and evolve as our community's needs change. We've become the leading clinical trial site for patients with neuromuscular disease in the region. Our cardiac medical unit has evolved to provide highly specialized care to patients with both complex heart disease and pulmonary health challenges. Our capacity to support and to wean patients on ventilators remains unparalleled. In just two years we have doubled the number of autism inpatient beds available in Connecticut, adding eight new beds this year – and even expanding access to therapeutic horseback riding for individuals on the spectrum.

The emergence of our Neuroscience Center of Excellence, uniting the strengths of our multi-disciplinary care model and clinical research acumen across diagnoses that involve the brain and nervous system, will enhance opportunities for patients and practitioners alike. Our clinical teams will grow and expand their capacity for both care and cure with support from an exciting new fund launched by Jeff and Sara Buell.

We remain committed to rebuilding lives. Our community needs us and our community stands with us. You stand with us. Your support of our mission, and your advocacy for our patients and program participants energize us. Your encouragement of every healthcare worker caring for patients at Hospital for Special Care and across the community empowers us. Your kindness and generosity inspire us.

Thank you for serving the community by our side. Together we can rebuild lives.

Lynn Ricci, FACHE, *President and Chief Executive Officer*

Diane R. Chace, Esq., *Board Chair*



Lynn Ricci, FACHE



Diane R. Chace, Esq.



Live

Fresh Air

Neighbors, bystanders and emergency personnel worked together to evacuate a 20-year-old young man with Duchenne Muscular Dystrophy (DMD) who relies on a wheelchair for mobility from his burning apartment building as quickly as they could last fall. Yet, despite heroic efforts, the young man inhaled too much smoke, sustained significant damage to his lungs and ultimately was placed on a ventilator.

His family, who had lost nearly everything in the fire, feared they might also lose their son and brother... would he ever breathe on his own again? Would he be able to come home for game night? Would he be able to come home for good?

The outcome was uncertain when AG first arrived at Hospital for Special Care. As the respiratory therapy staff got to know AG and his mom, they could see that their patient was determined to succeed and had a great support system. Working closely with pulmonologist Marcy Goldstein, MD, chief of medicine at HFSC, they helped AG and his family learn about the stages of the process to wean from the ventilator. "They explained everything, and they gave me so much encouragement on the hardest days," said AG's mom.

The respiratory therapy team helped AG with the physical stages of vent weaning, and they also helped him cope with the extreme anxiety that can often accompany the process. "They stayed with me and talked to me for a while, until I calmed down. I had a huge problem with my anxiety and stuff. But eventually I got used to it and could do it without any problems.," said AG. "I wouldn't have been able to do it without them."

AG is one of the many ventilator weaning patients successfully discharged from HFSC who returned home this year. He has rejoined his family in their new home and his bedroom is now on the first floor to ensure he can safely evacuate in an emergency. He plans to enjoy the fresh air in the nearby park and make the most of the life that has been returned to him.





Grow

Key Accomplishments

Cardiac Care: Evolving and Expanding



Hospital for Special Care's Cardiac Medical Unit (CMU) celebrated its tenth anniversary this past year.

Initially established in cooperation with acute care health systems to meet the need for advanced rehabilitation for patients recovering from placement of a left ventricular assist device, the CMU has continued to evolve and expand to meet changing patient needs. Today, the unit provides care for patients with a broad range of both cardiac and pulmonary conditions who require telemetry, in addition to the coordinated and specialized therapy, nutritional education and clinical care the team offers. Two new rooms, opened in 2021, have helped meet the need for intensive rehabilitation for patients with congestive heart failure, patients awaiting or recovering from heart transplants and patients with other complex conditions.

Autism: Responding to a Growing Crisis



Hospital for Special Care, the only provider of inpatient and partial hospital levels of care for children and adolescents impacted by autism spectrum disorder, knew that the media coverage of the child mental health crisis and reports of crowded emergency departments over the past year haven't told the whole story. Youth with autism, experiencing a crisis and unable to access care in the community, often face even greater difficulty with crowded and noisy emergency departments. Sensory overload can overwhelm a child with ASD and exacerbate self-harming behaviors.

HFSC has responded to this crisis by opening an additional eight autism inpatient beds, including two crisis beds, bringing the hospital's inpatient capacity to 20 beds. Expanding this unique resource required HFSC to recruit and train clinical and behavioral support staff to meet the specialized needs of patients with ASD.

Workforce: Building a Stronger Pipeline



Across the country health care providers now face significant challenges in recruiting and retaining the clinical workforce needed to ensure high quality care and keep patients safe. Hospital for Special Care has invested in building community workforce development pipelines, including high school programs that position students for careers in health care, for decades. Today, the hospital has expanded collaborations with academic institutions, workforce boards and other community resources to ensure new nurses and nurses aides have access to clinical placements while in training.

HFSC has also expanded resources to support new patient care staff as they develop the specialized competencies needed to care for our patients. Our CNA mentor program, clinical effectiveness leaders and nurse residency program provide structured supports for new and new to HFSC staff as they learn unique aspects of each unit and patient population.



40 Under 40

Hassan Minhas, M.D.

Chief of Autism Services

Hassan Minhas, M.D., chief of autism services, was named one of Hartford Business Journal's top young professionals in the *40 Under Forty Class*. Dr. Minhas has been instrumental in leading his team at Hospital for Special Care to become one of the leading institutions in the management of our patients with autism.

Nightingale Honorees



Dawn Lepore, RN, MSN
Informatics Nurse

Dawn combines her background in informatics and nursing to solve workflow challenges, implement new technology and provide support to floor nurses using new systems. Her dedication, problem-solving skills, and collaborative nature help her lead many patient safety and documentation projects with proven success.



Honora Dalamagas, RN, MSN
Research Manager

Upon joining HFSC's Neuromuscular Center as Research Manager, Honora elevated the clinical trials program, introducing cutting-edge ALS research, such as the HEALEY ALS Platform Trial. She leads with integrity and humility; her patients remaining the focus of her work.



Yaroslav 'Yaro' Ivakhnyuk, RN, BSN
Clinical Coordinator

Yaro oversees the care of medically complex, trach and ventilator dependent patients as Clinical Coordinator. Yaro is an expert in maintaining patients' skin health and addressing unique long-term care needs and uses a collaborative, hands-on approach to healing.

YWCA Women Leaders

Marcy L. Goldstein, MD, FCCP, Pulmonologist & Chief of Medicine, and Vivian Almario, MSN, APRN, Infection Preventionist, Infectious Diseases APRN were recognized for making outstanding contributions to an organization and the community at the YWCA New Britain Women in Leadership Luncheon. Marcy and Vivian were honored for their leadership in caring for and maintaining the safety of patients and staff during the COVID-19 pandemic.



Marcy L. Goldstein, MD, FCCP
Pulmonologist and
Chief of Medicine



Vivian Almario, MSN, APRN
Infection Preventionist

Financial Health

Ensuring the financial resources required to support our mission.

Consolidated Statement of Operations and Changes in Net Assets

Year Ended March 31	Unaudited 2022	Audited 2021
Net revenues from services to patients	\$115,352,797	\$105,987,377
Other revenue	\$3,600,550	\$7,120,559
Total Revenue	\$118,953,347	\$113,107,936
Salaries, wages and employee benefits	\$85,346,144	\$82,645,846
Supplies and other	\$23,558,817	\$21,207,463
Interest	\$1,010,030	\$1,138,578
Depreciation and amortization	\$6,282,918	\$6,740,536
Bad Debts	\$385,259	\$193,993
Total Operating Expense	\$116,583,168	\$111,926,416
Income from operations	\$2,370,179	\$1,181,520
Investments	\$3,708,397	\$6,541,668
Increase in Unrestricted Net Assets	\$6,078,576	\$7,723,188

Consolidated Balance Sheet

As of March 31	Unaudited 2022	Audited 2021
Cash and cash equivalents	\$13,669,410	\$15,222,071
Investment securities	\$82,828,212	\$83,345,206
Accounts receivable	\$19,839,480	\$18,135,171
Property, plant and equipment	\$55,047,363	\$58,445,584
Other assets	\$9,106,382	\$8,024,854
Total Assets	\$180,490,847	\$183,172,886
Accounts payable	\$3,504,272	\$4,527,847
Salaries, wages and other accruals	\$5,390,083	\$8,573,875
Other	\$11,282,801	\$13,294,767
Long term debt	\$34,428,935	\$36,173,041
Net assets without donor restrictions	\$120,631,169	\$116,410,475
Net assets with donor restrictions	\$5,253,587	\$4,192,881
Total Liabilities and Net Assets	\$180,490,847	\$183,172,886

Care

Neuroscience Innovation

The anatomy, physiology, biochemistry and molecular biology of nerves, nervous tissue and the brain interact in dynamic and complex relationships that impact nearly every aspect of our lives. Movement, emotion, cognition, memory... even breathing connects to our neural pathways.

When everything works as expected, it is a complex symphony scientists still struggle to fully understand. The possible variations on each musical theme (or set of neural connections) are nearly infinite and can result in unique human experiences.

Clinicians and researchers at Hospital for Special Care have been advancing patient-centered models of care, research-based interventions and knowledge in specific areas of neuroscience for decades. Patients impacted by neuromuscular diseases and disorders, including Parkinson's disease, neurobehavioral and neuropsychological conditions, autism, spinal cord injury and other conditions of the nervous system and brain receive the highest quality clinical care available from HFSC's multi-disciplinary, nationally-recognized teams.

HFSC's new Neuroscience Innovation Fund, established by a generous philanthropic investment by Jeffery and Sara Buell, will help the hospital launch a Neuroscience Center of Excellence that builds on the strengths of current services and supports innovation at all levels. "Working with the clinical teams at HFSC since my Parkinson's diagnosis has been a completely new experience for me," said Jeff Buell. "I see specialized physicians and therapists that fully understand all of the aspects of my disease, and coordinate every aspect of my care and support services."

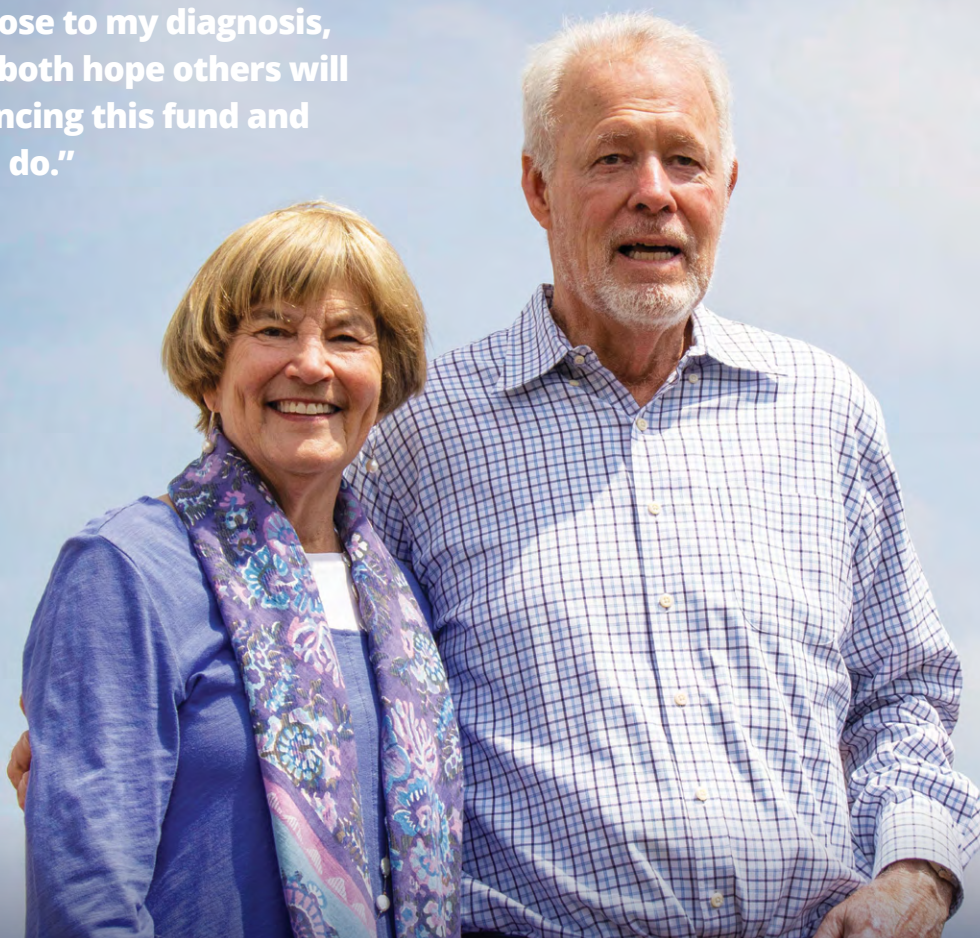
The outstanding outcomes achieved by the Charles H. Kaman Neuromuscular, the HFSC Autism Center of Excellence, our neurobehavioral and neuropsychology programs as well as our spinal cord injury care continuum will continue as the fund supports expansion of our unique multidisciplinary, wrap-around model of care for patients with complex needs. The Neuroscience Innovation fund will also further our pioneering work in establishing the nation's only patient-centered specialty practices for underserved populations.

"Sara and I established the Neuroscience Innovation Fund to ensure that HFSC's unique approach to care and research continues to grow to meet the needs of other individuals impacted by Parkinson's, or ALS or autism, the way my changing needs have been met," Jeff continued.



Kevin Felice, DO, FANA,
is leading the development of HFSC's
Neuroscience Center of Excellence

**"It gives a purpose to my diagnosis,
and Sara and I both hope others will
join us in advancing this fund and
the good it can do."**



Jeff and Sara Buell



Patient Safety

The U.S. Centers for Medicare & Medicaid Services (CMS) track key quality measures for Long-Term Acute Care Hospitals (LTCH) to ensure patient safety. Many of these measures are also endorsed by the National Quality Forum, an organization dedicated to the selection of performance measures for federal health programs. Hospital for Special Care reports data directly to CMS and also to the U.S. Centers for Disease Control and Prevention National Healthcare Safety Network.

Hospital for Special Care meets or exceeds national benchmarks for 11 of 12 CMS standards for the most recent reporting periods, including:

Hospital for Special care's rate of discharge to home exceeds national benchmarks by 26%.

What does this mean for patients?

Patients at HFSC are more likely to go home to their families at discharge than patients at other facilities around the country. This means that our patients are less likely than others to be referred to a nursing home or alternate level of care.

Hospital for Special Care's 30-day post-discharge unplanned exceeds national benchmarks.

What does this mean for patients?

This means patients are less likely to have to go to the hospital or emergency room for an unplanned admission after they leave our care. Our social work and case management teams work closely with each patient and their caregivers to ensure appropriate supports and services are in place at discharge. Our medical and therapy teams ensure the patient has achieved both clinical and functional goals to have a safe return to the community.

Hospital for Special Care achieved a 10% reduction in patient falls from 2020 to 2021.

What does this mean for patients?

Patients at HFSC are at high risk for falls due to both their complex medical needs and the intensity of their therapy. Patient care and risk reduction teams worked closely together to analyze patient falls and redesign processes. This teams work ensures patients can keep reaching for their goals – even their stretch goals!

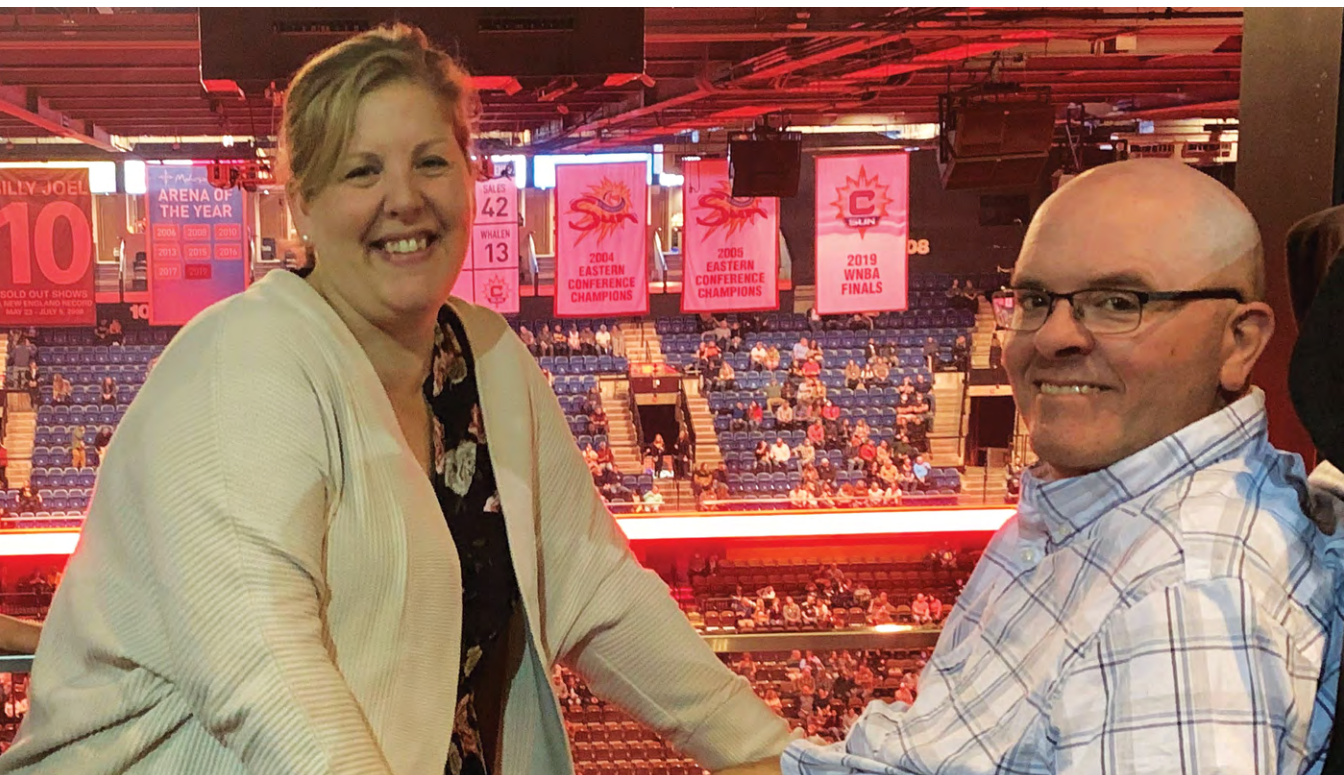
Hospital for Special Care exceeds national benchmarks in keeping patients free from infections that are common complicating issues for patients at our level of care. This includes Catheter-Associated Urinary Tract Infection (CAUTI), Central Line-Associated Bloodstream Infection (CLABSI) and Clostridium Difficile Infection (CDI).

What does this mean for patients?

Our comprehensive infectious disease prevention strategies keep our patients safe from infections that can prolong their recovery and decrease quality of life.



Mike Tamburino lived life fully, despite his battle with amyotrophic lateral sclerosis (ALS). An advocate for patients with ALS and an ambassador raising awareness and funds, Mike stayed **#tambostrong** for his family and his community. We said goodbye in March of 2022. The **#tambostrong** spirit persists.





Karlyn Lempa (Middle), Volunteer of the Year with **Jeanna Pellino**, Manes & Motions Program Coordinator (Left) and **Olivia Reed**, Volunteer Services and Community Relations Coordinator (Right).

Karlyn has volunteered at HFSC's Manes & Motions Therapeutic Riding Center for eight years. Karlyn assists with many needs, primarily serving as horse leader, prepping and leading the horses during lessons, and team captain, teaching and mentoring new volunteers. Her peers say she shows incredible dedication and is a positive role model for new volunteers. "Karlyn always brings a smile and a can-do attitude," says Jeanna Pellino, program coordinator, "In all the years I've known her, there has not been one day that she isn't ready to step-up for our riders and horses." Karlyn also contributes regularly to the program's operating costs through the gift matching program and picks up extra volunteer shifts to support the horses, riders and fellow volunteers.

Dr. John Pelegano and Nancy Pelegano commissioned this original work by artist **Diana Lyn Coté** to honor the pediatric unit patients, families and staff.





**"Keep your face always toward
the sunshine and shadows
will fall behind you."**

– Walt Whitman



Serve

Servant Leadership

The servant leadership philosophy emphasizes service to individuals and teams... and puts people ahead of power. It's a leadership philosophy that reflects Hospital for Special Care's values, the values we share with volunteers, community physicians who collaborate with us to improve health outcomes for our patients and the academic leaders who partner with us to shape the next generation of clinicians.

TOGETHER, WE ASPIRE TO:

- Encourage diversity of thought.
- Create cultures of trust.
- Encourage a growth mindset.
- Foster leadership in others.



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October 2021–June 15, 2022

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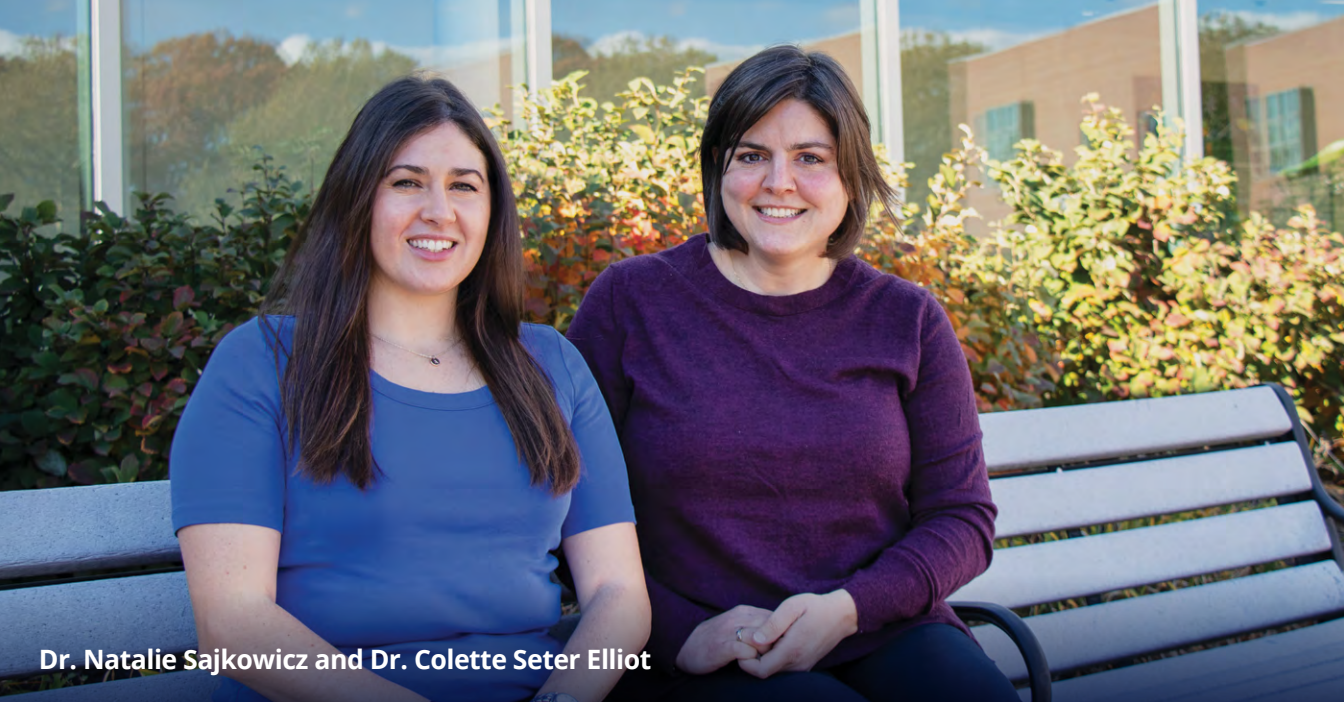
Charles Whitaker, MD

Co-Director, Neuromuscular Center
Medical Director, Muscular
Dystrophy Clinic for Children

Welcome

Nathan Nartey, MD

Attending Physician



Dr. Natalie Sajkowicz and Dr. Colette Seter Elliot





Hospital for
Special Care

We rebuild lives.

2150 Corbin Ave, New Britain, CT 06053

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