

Lawrence + Memorial Hospital Westerly Hospital

Year in Review | 2022



Dear friends and colleagues,

In 2022, we began to see progress in returning to pre-pandemic operations and we started to see an increase in the demand for our services, demonstrating that our care teams remained consistent in providing great value to the communities we serve. As patients returned to our hospitals for care, it's also encouraging to see that the number of COVID patients in our hospitals decline as we look to strengthen and build our clinical programs in the region.

This resurgence in patients returning to our facilities include many accessing routine care and screening, treatment for new a diagnosis or for ongoing chronic conditions. Whatever the reason, we are grateful for the trust given to us by our patients and the community.

Another strong sign of progress is that we have been successful in recruiting key physicians in the following areas: Behavioral Health, Emergency Medicine, Neurosurgery, Oncology, Surgery, Urology and others. These efforts are successful due in large part to our affiliation – now six years old – with Yale New Haven Health. Supported by the partnership with Yale School of Medicine as part of an integrated academic health system, Lawrence + Memorial and Westerly hospitals onboarded Yale Medicine and Northeast Medical Group physicians to fill key roles in our community hospitals.

It's important for our community to know that we are being pro-active in the ongoing promotion of health and wellness. We take this role to heart, offering an array of community programs, services and opportunities that engage people in the journey toward healthier living. Combined, our two hospitals provided more than \$61 million in financial aid and in-kind contributions to community-based programs and services focused on improving access to care, promoting health and wellness, building stronger neighborhoods and creating healthier communities. Our vision is to bring good health to our communities, building a brighter, healthier future for everyone.

L+M and Westerly hospitals are proud to be considered “anchors” in our communities. Our commitment to improving the long-term health and wellbeing of all residents has never been stronger. We also understand the impact of social and economic factors on a person's health and life expectancy. This is why our community health needs assessment continues to serve as a road map to our plan to further decrease health disparities, especially for the traditionally underserved population in our community.

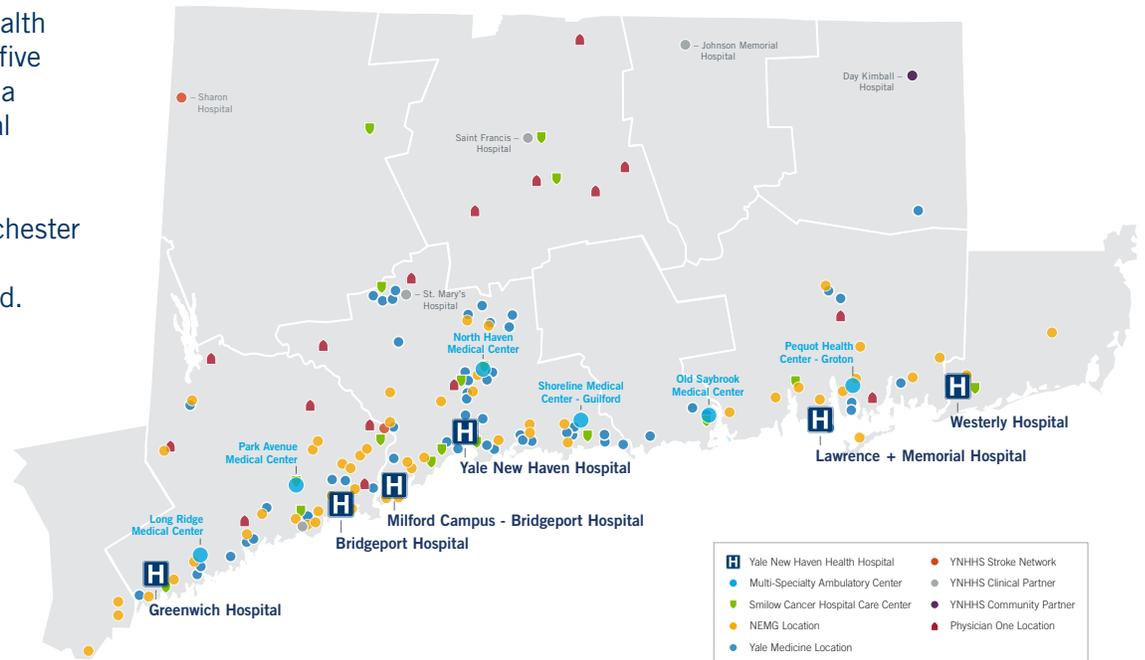
It is an honor and privilege to be the trusted healthcare partner for this community. I hope that this annual report provides an update on our progress of which we are extremely proud. It also points to the fact that we have a lot of work ahead of us, but when we work together there are infinite possibilities for our future. Thank for the support of our care teams as we continue to improve the lives of our neighbors, friends and families.



Patrick L. Green, FACHE
President and CEO, L+M Healthcare
Executive Vice President, Yale New Haven Health

This is Yale New Haven Health

We are a nonprofit health system that includes five acute-care hospitals, a multispecialty medical group and dozens of outpatient locations stretching from Westchester County, New York, to Westerly, Rhode Island.



2022 Yale New Haven Health System Profile

	BH	GH	L+M	WH	YNHH	NEMG	HSC	Total YNHHS
Total Licensed Beds ¹	501	206	308	125	1,541	n/a	n/a	2,681
Inpatient Discharges	30,407	18,023	16,970	4,700	81,750	n/a	n/a	151,850
Outpatient Encounters ²	601,342	400,968	371,079	144,586	1.99M	1.7M	n/a	5.2M
Total Assets ³	\$0.75B	\$0.84B	\$0.46B	\$0.10B	\$4.78B	\$0.12B	\$2.44B	\$8.15B
Net Revenue ⁴	\$0.82B	\$0.53B	\$0.46B	\$0.12B	\$4.04B	\$0.56B	\$886M	\$6.18B
Medical Staff ⁵	1,923	1,096	760	311	5,456	1,462	n/a	7,501
Employees ⁶	3,231	1,898	2,553	743	14,984	2,363	4,506	30,278
Locations ⁷	57	32	11	6	104	153	n/a	363

Key: BH - Bridgeport Hospital / GH - Greenwich Hospital / L+M - Lawrence + Memorial Hospital / WH - Westerly Hospital / YNHH - Yale New Haven Hospital / NEMG - Northeast Medical Group / HSC - Health Services Corporation / YNHHS - Yale New Haven Health System

1 Licensed bed number includes bassinets.

2 Inclusive of COVID lab volume, ED, OBS.

3 Total assets include eliminations.

4 HSC Net Revenue does not include eliminations; total will not equal sum of the delivery networks.

5 Includes Residents and Fellows; MD Hospitalists included in NEMG column; includes non-physician Affiliated/Allied Health (advanced care practitioners). Total YNHHS column reflects unique number of individuals, not a cumulative total.

6 Employees represent counts and not FTEs. Lawrence + Memorial includes VNASCT employees.

7 Total locations does not equal sum of the delivery networks due to more than one delivery network offering services at certain locations.

Financial Performance



Net Revenue

\$459M **\$122M**

Lawrence + Memorial Hospital

Westerly Hospital

Across the Delivery Network



Employees

2,478 **743**

Lawrence + Memorial Hospital

Westerly Hospital

Patient Care

Inpatient Visits

16,970

Lawrence + Memorial Hospital

Outpatient Encounters

313,727

Lawrence + Memorial Hospital

Emergency Department Visits

57,351

Lawrence + Memorial Hospital

4,700

Westerly Hospital

129,243

Westerly Hospital

15,342

Westerly Hospital



Community Health Needs Assessment

Understanding the current health status of the community is important in order to identify priorities for future planning and funding, existing strengths and assets upon which to build, and areas for further collaboration across organizations, institutions, and community groups.

As part of the Health Improvement Collaborative of Southeastern CT (HIC), L+M initiated a comprehensive community health needs assessment. This work resulted in the development of a Community Health Improvement Plan (CHIP) to address major unmet needs in the region.

The HIC – a coalition of community members, health care providers, local public health, tribal representatives, higher education, and numerous non-profit organizations serving the region – engaged in a process to assess the community’s health needs as part of a larger goal of measurably improving the health and wellbeing of residents.

Westerly Hospital, as part of the Rhode Island Hospital Association, recently completed its 2022 community health needs assessment process. This included the development of a comprehensive Community Health Improvement Plan (CHIP) by the hospital to address the major unmet needs in the region in collaboration with the Health Impact Collaborative of Greater Westerly.

The Health Impact Collaborative of Greater Westerly – a coalition of hospitals, departments of public health, federally qualified health centers, and numerous community and non-profit organizations serving the Greater Westerly area – engaged in a process to assess the health needs of the community, as part of a larger goal of measurably improving the health and well-being of its residents.

Highlights of the year

Clinical Expertise

Emergency Medicine

The Emergency Departments at L+M Hospital, Pequot Health Center and Westerly Hospital are among the most sophisticated in the region and provide care for more than 100,000 patients annually. Our emergency medical care combines state-of-the-art technology, time-saving protocols and personal attention, always with the goal of giving each patient the greatest of care in the fastest and most effective manner.

In 2022, our Emergency Departments (EDs) were busier than ever as COVID continued to be prevalent, and influenza and Respiratory Syncytial Virus (RSV) cases increased over the previous pandemic years. Young children and the elderly are especially vulnerable to respiratory illnesses and many sought care in our EDs, often resulting in extended wait times which became challenging for staff and patients.

Recognizing that older people seeking care in the Emergency Department have unique symptoms and requirements that are specific to their age group, staff in the EDs at L+M, Pequot and Westerly Hospital were trained to look for signs and symptoms of syndromes and illness in the elderly that could be potentially

life threatening if left untreated. Implementation of an elderly screening tool earned each ED geriatric accreditation by the American College of Emergency Physicians. Because each of the nine EDs across Yale New Haven Health achieved senior friendly status, they were recognized as one of 13 systems nationwide as an elite Health System for geriatric care.

In addition to implementing specific screening tools for the elderly, the ED staff at Westerly Hospital received specialized training for children as part of the Improving Pediatric Acute Care Through Simulation (ImPACTS) Collaborative, a national effort to measure and improve the quality of care provided to critically ill and injured pediatric patients in emergency departments using simulation. To meet the needs of children in the ED, Westerly Hospital invested in new pediatric respiratory support devices such as bubble CPAP, a pediatric high flow oxygen delivery device. Additionally, Westerly Hospital coordinates with local EMS providers to ensure that children can be safely transported to Yale New Haven Children's Hospital if they need to be admitted for a higher level of care.



Hospital leaders and guests cut a branded ribbon to open the new waiting and triage areas at the L+M Emergency Department.



The new waiting area at L+M Emergency Department opened in 2022.

In the L+M ED, the Pediatric Emergency Program celebrated its 10th anniversary. In 2012, L+M created a special treatment area within the ED to care for children with emergency medicine pediatricians available seven days a week from 3 to 11 pm. This is the region's only dedicated Pediatric Emergency Program and features generally shorter wait times and a family-friendly environment, both of which help to reduce family stress in a time of crisis.

Throughout 2022, the \$85 million project to renovate the ED at L+M became increasingly visible in the community. In the spring, a time capsule filled with artifacts of our time including masks and empty COVID vaccine vials was placed in the walls of the waiting room, to be opened in 2070. The new waiting room was officially opened to the public in late summer at an event announcing significant funding from enthusiastic benefactors from Fishers Island, NY (see related stories on page 21). When completed in 2025, the 11,465-square-foot expansion will increase the number of patient treatment areas to 57 private rooms.

The project also includes a significant upgrade to the hospital's electrical power capabilities. This will pave the way for future expansion capabilities at the hospital to provide additional state-of-the-art medical care as the hospital continues to grow its services providing the greatest of care close to home.

Following its affiliation with Yale New Haven Health in 2017, L+M identified expansion of the Emergency Department as a unique opportunity and a System priority to address both immediate clinical, infrastructure and long-term planning needs at the hospital.



Completion of the exterior work on the L+M ED was completed and work moved inside.



Westerly Hospital invested in new pediatric respiratory support devices such as bubble CPAP, a pediatric high flow oxygen delivery device.



L+M ED staff celebrated the 10th anniversary of the opening of the pediatric emergency program.

Heart and Vascular Services

As leaders in cardiovascular care, L+M and Westerly hospitals provide expertise in a wide range of cardiac and vascular services, including elective and emergency angioplasty, varied comprehensive diagnostic tests and clinical procedures, as well as outpatient cardiac rehabilitation.

The Yale New Haven Health Heart and Vascular Center at L+M provides cardiac patients with the most advanced care without needing to travel outside of the region. Board-certified cardiologists collaborate closely with local community-based, Yale Medicine affiliated physicians to create seamless continuity of care for our patients.

L+M has expanded its array of services to include CardioMEMS™ implants, giving patients with congestive heart failure the option of an early warning system to prevent severe illness and potential hospitalization. CardioMEMS™ is a heart failure monitoring system that includes a device implanted permanently into a large vessel in the lung. The implant gives real-time feedback to an external monitoring source that can sense, before outward symptoms are detectable, whether a patient is deteriorating. This allows for treatment changes that can prevent an emergency hospital visit. Data from the device goes directly to the hospital's new congestive heart failure disease management team.

Patients with intermediate risk for cardiovascular disease or atherosclerosis can benefit from a CT scan that is a powerful indicator of risk of narrowing arteries and blockages that can lead to heart attack. The computed tomography (CT) scan identifies calcium build-up within the walls of the arteries going to the heart. The results inform patients whether they are at risk for heart disease and, if needed, referrals for additional testing or more aggressive treatment strategies to reduce risk of a cardiac event.

Cardiovascular rehabilitation programs at both hospitals help people recover after events that can include heart attack, coronary artery bypass graft surgery and other conditions. The program includes exercise, education, counseling and support for patients and their families. The teams at L+M and Westerly hospitals recently earned re-certification for the program by the American Association of Cardiovascular and Pulmonary Rehabilitation (AACVPR).

Cardiac patients at L+M also benefit from a dedicated Heart and Vascular management clinic where they meet with all their caregivers and receive treatment in one location. High-risk



The Cardiac Rehab team at Westerly Hospital provide exercise, education, counseling and support for patients and their families following a cardiac event.



Brian Cambi, MD, medical director of the Yale New Haven Health Heart and Vascular Center at L+M, and (R) Radiologist Arun Basu, MD, read CT calcium scans that help predict a patient's risk of developing future arterial blockages, which can help cardiologists adjust a patient's care to mitigate risk.

patients benefit from the convenience of visiting a local facility for daily or weekly monitoring to prevent reoccurrence and symptom management.

In the Emergency Department, patients who may be at risk for acute coronary artery syndrome now receive high-sensitivity troponin testing which allows providers to assess low-risk chest pains faster and determine whether a patient has had a heart attack.

Maternity Care

Every time a baby is born at L+M, Brahms' "Lullaby" is played over the public announcement system. That melody was heard 1,284 times in 2022 – 16 more times than in 2021.

Our maternity services aim to give all parents and their newborns the safest, friendliest, most compassionate and highly competent care in the region. L+M prides itself on its training, experience and state-of-the-art equipment, where the safety and health of mom and baby are the topmost priority.

As a "Baby Friendly" hospital, L+M has promoted the benefits of breast feeding through education and encouragement of breast feeding when possible. However, recognizing there are times when mom may not be able to initiate breastfeeding, L+M now provides donor breast milk to eligible babies for conditions such as low weight, jaundice or low blood sugar. Evidence suggests breast milk can also help reduce ear infections and prevent diabetes and obesity later in life.

In 2022, the Maternity team created a safe baby education refresher for parents to remind families of the benefits of car seat safety, safe sleeping positions and accurate temperature readings.

While hundreds of healthy babies leave the hospitals upon the mother's discharge, others are sometimes in need of a higher level of care. L+M has the only Neonatal Intensive Care Unit (NICU) in southeastern Connecticut. The unit is a Level III NICU and cares for any infant that requires extra medical services after delivery. L+M strives to keep families together with its onsite NICU and board-certified neonatologists who are available to provide advanced or intensive medical care during those first critical days of life.

Parents with a baby in the NICU become part of the staff family and the L+M team have been recognized for capturing the essence of quality health care. Last summer, a young couple whose wedding plans were delayed when their daughter was delivered prematurely, were married in a special ceremony organized by the NICU team. The event garnered local, national and international media coverage and was made more special when the baby was discharged home one day after the ceremony.



Neonatal Intensive Care Unit (NICU) staff members arranged a wedding ceremony for parents of baby who spent 105 days at L+M.



Labor and Delivery nurses at L+M participated in a Spinning Babies program which promotes natural positions that support delivery, prevent large lacerations and C-sections. The techniques can also decrease labor time and help ease pain for laboring mothers.

Neurosciences

The Neurosciences department at L+M Hospital offers advanced diagnosis and treatment of diseases and disorders of the brain, spinal cord and nervous system. Patients receive personalized, top tier clinical care from a multidisciplinary team of neurosurgeons, neurologists, neuromuscular specialists, physiatrists, pain management specialists, neuropsychologists, stroke specialists, nurses, physical therapists and other healthcare professionals located right in their community.

Over the past year, the staff and capabilities of the Neurosciences department at Lawrence + Memorial Hospital have benefited from the health system's academic relationship with the Yale School of Medicine which has improved access to care locally. L+M boasts one of the most robust Neurology programs across Yale New Haven Health.

L+M is one of only five hospitals in Connecticut to offer robotic spinal surgery. This technological investment allows accurate, less invasive treatment for spinal fusion with reduced exposure to radiation, less blood loss and a shorter length of stay and quicker recovery. The Enhanced Recovery After Surgery (ERAS) care pathway uses best practice elements before, during and after spine surgery, helping patients feel better, faster. Core ERAS elements include patients being in their best health as possible before surgery, opioid-sparing pain management techniques, early return to activity and return to a normal diet.

New inpatient technology is helping identify silent seizures in critically ill patients. The urgency to both detect and treat a seizure within 30 minutes to protect the brain has been very well documented. This new technology provides a rapid way to diagnose patients and reduce the waiting time that can be associated with obtaining a standard EEG. The Ceribell EEG Rapid Response monitor consists of a simple headband, a pocket-size data recorder and an online portal for staff to remotely view the patient's neurologic activity and determine if the patient is having a seizure and needs immediate intervention. With L+M physicians and nurses having access to Ceribell they can perform the test right in the patient's room.

Neurological care at L+M is collaborative and collegial. Multidisciplinary virtual review boards made up of experts from the YNHHS network of hospitals and Yale Medicine meet to develop customized treatment plans to best meet the needs of each patient. Care is coordinated seamlessly between New London and New Haven as needed, and subspecialty clinics for Neurotrauma, Neurovascular and Movement Disorders are staffed by Yale faculty in New London on a rotating basis.

We offer patients access to cutting-edge cancer clinical trials and research at Smilow Cancer Hospital and Yale Cancer Center.



Neurosurgeons Jacky Yeung, MD, and Patrick Doherty, MD, specialize in advanced and minimally invasive techniques for procedures on the brain, spinal column and peripheral nerves.



ICU Nurse Manager Zainab Cole and Erika Armas-Macera, BSN, RN, demonstrate a new rapid response brain monitoring device in use at L+M.

In addition, patients who meet certain research criteria may be able to participate in national research related to lumbar interbody fusion and scoliosis, as well as stroke-related trials through Yale School of Medicine.

Our Quality outcomes measure length of stay, readmission rate, surgical site infection and patient satisfaction. Each of our measures in these categories is above average in national benchmarks.

Our levels of inpatient satisfaction are received through patient testimonials, Press Ganey results and Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) survey results. Inpatient satisfaction exceeds the 90th percentile.

Oncology

Although the risk of dying from cancer in the US has continually decreased over the past 29 years, projections for the next decade show that certain cancers including breast, gynecologic, genitourinary, thoracic, colorectal and melanoma are expected to increase by about 10 percent in southeastern Connecticut and southern Rhode Island.

At the Smilow Cancer Hospital Care Center at Waterford and at Westerly Hospital, patients have local access to expert cancer care and treatment for a wide range of cancers. Both facilities provide private infusion bays, radiation oncology, genetic counseling and access to clinical trials. Smilow Cancer Hospital is part of the nationally recognized Yale New Haven Hospital.

In 2022, through Yale New Haven Health’s partnership with the Yale School of Medicine, additional Oncology specialists were available locally to treat patients, particularly those with liver and bladder cancers. Seven disease-specific medical oncologists and four disease-specific radiation oncologists provide personalized cancer care – all highly trained and skilled in their area of expertise bringing an exceptional level of care to patients. Patients also have access to more than 40 clinical trials.

L+M provides care for an increasing number of breast cancer patients, in fact more than 200 new patients were seen at our facilities this past year. Through our genetic counseling services, 143 women were tested for the BRCA genes which can be inherited from either parent and when inherited in harmful variants can put people at increased risk for breast and ovarian cancer.

Both L+M and Westerly hospitals offer low-dose CT lung cancer scans that could significantly increase five-year survival rates. Only 16 percent of lung cancers are diagnosed early when the five-year survival rate is 56 percent. Survival drops to 6 percent among the 47 percent of cases caught at a later stage when the disease has spread. Lung cancer is the nation’s leading cause of



Robert Legare, MD; Matt Austin, MD; Rachel Drake, RN, clinical intake coordinator; Sanjay Aneja, MD; and Joe Renzulli, MD, comprise the multidisciplinary team for treatment of urologic conditions at Westerly Hospital.



Staff provide the greatest of care to Oncology patients at Smilow Cancer Care Center in Waterford.

cancer deaths for both men and women. Each year, more people die of lung cancer than of colon, breast and prostate cancers combined.

Multidisciplinary clinics at the Smilow Care Center in Waterford and at Westerly Hospital provide patients the opportunity to meet monthly with their providers to discuss diagnosis, prognosis and treatment plans in a single visit. The group coordinates every aspect of care for the patient including appointment scheduling for bloodwork, imaging and additional physician appointments creating a seamless pathway for care.

Psychiatry and Behavioral Health

The National Institute of Mental Health states that one in five adults in the United States lives with a mental illness. Similarly, one in five children will or have experienced a serious debilitating mental illness.

Acknowledging the ever-present need for additional services, L+M augmented its psychiatric and behavioral health staff over the past year with the hiring of a director and additional Yale Medicine providers offering services in the New London community.

Through an Adult Intensive Outpatient Program (IOP) and traditional outpatient psychiatric services, more than 500 patients meet with licensed clinical social workers and a psychiatrist every month for treatment and counseling at our six primary care offices in the region.

When the Emergency Department renovation project is completed, patients in acute psychiatric crisis will be triaged by trained clinical staff in a state-of-the-art facility to help ensure high-quality and equitable access to care for the community.

Plans are in development for an addiction services clinic to help combat the opioid epidemic high overdose rate and alcohol use disorders that are prevalent in our community.

Partnerships are also expanding with our local armed services divisions to facilitate rapid access to treatment.

In addition to outpatient services, L+M also provides care and support to individuals with various psychiatric conditions including major depression, bipolar disorder and schizophrenia, in a 17-bed adult treatment unit.

At Westerly Hospital, an 18-bed unit is dedicated to care for geriatric patients in need of psychiatric care. The program primarily treats patients aged 55 and older requiring an intensive and safe setting. The assessment and treatment program include crisis intervention, family consultation and rehabilitative intervention.



The Intensive Outpatient Services team are part of a group-based program that provides intensive therapeutic services as a preventative measure or step-down from psychiatric hospitalization.



The Behavioral Health team address social determinants of health by offering patients access to a "Needs Pantry" which stocks basic food, hygiene and clothing products.

Surgery

L+M and Westerly hospitals offer convenient access to skilled specialists and advanced healthcare treatments closer to home. Pequot Health Center offers same-day surgery performed by board-certified surgeons to ensure patient safety and the best possible outcomes, including eye, foot, hand and plastic surgeries among others.

Over the past year, L+M and Westerly hospitals have enhanced the surgical teams with specialty providers from Yale Medicine, offering increased access for patients to the highest quality and safest care. Both hospitals offer robotic assisted and minimally invasive surgeries for an expanding menu of procedures. Surgical procedures include those for breast, colorectal, foot and ankle, hand, hernia, joint replacement, neurosurgery, plastic, spine, urologic, vascular and weight loss.

L+M offers a robust spine surgery program with lumbar fusions being the top procedure being performed. Other procedures include lumbar laminectomy, lumbar discectomy, cervical fusion and cervical laminectomy.

About one-third of adults in the United States are considered obese. When being overweight reaches the stage where it affects your health and causes or worsens certain health issues,

it is considered “severe” or disease-causing obesity. Obesity isn’t simply a result of overeating. There are many contributing factors such as genetics, environmental, physiologic, metabolic and certain medications. Studies have demonstrated that dieting and exercise programs have limited long-term success in individuals with severe obesity.

Bariatric surgery is the most effective treatment for severe obesity. Weight-loss surgery and healthy lifestyle changes can result in significant weight loss and health improvement. L+M specializes in sleeve gastrectomy which removes 80 percent of the stomach, leaving only a tube or “sleeve” of stomach behind. This restricts the amount of food that a patient can eat, and often leads to significant weight loss, in addition to also changing hormone production related to hunger.

Over time, some weight-loss surgery procedures may need to be revised. L+M performs revisional surgeries which range from correction of issues leading to complications, to conversion from one weight-loss procedure to another which better suits the current medical conditions of the patient.



The Surgery team at Pequot Health Center performed the first-in-Connecticut iris prosthesis implant surgery.



Operating Room staff at Westerly Hospital handled a growing number of surgical cases in 2022.



At L+M the Yale Medicine General Surgery team includes (L-R) Stephanie Joyce, MD; Randal Zhou, MD; Geoffrey Nadzam, MD, chief of Surgery; George Yavorek, MD; and Jonathan Blancaflor, MD.

Urology

Urology patients in southeastern Connecticut and southwestern Rhode Island have access to innovative medical treatment and technologies – right in their own backyard. Our urologists offer expertise in a range of areas to improve urologic health for men and women. These include treatments and surgical options for urologic cancers, prostate enlargement and kidney stone management.

This past year more than 1,700 urologic procedures were performed in the operating rooms at L+M and Westerly hospitals. The 37 percent increase in surgeries was the result of the opening of a new office in Warwick, RI, and the addition of Northeast Medical Group (NEMG) and Yale Medicine urologists to treat patients. Between the three locations – L+M, Warwick and Westerly Hospital – there are now 10 physicians and four advanced practice providers as well as support from 16 team members. Nursing staff at both L+M and Westerly hospital have been recently recognized for extraordinary patient-centered care. All the offices are experiencing increasing numbers of patients, a reflection of the hospitals' commitment to provide the greatest of care close to home.

L+M and Westerly hospital are equipped with the latest digital imaging and minimally invasive surgical tools to evaluate, diagnose and treat prostate cancer. At L+M, patients can receive an accurate prostate biopsy in an outpatient visit using state-of-the-art technology that combines high-resolution ultrasound with 3D MRI imaging for a more precise biopsy. Both hospitals also utilize the da Vinci Xi surgical system to perform minimally invasive robotic surgeries. This technology allows surgeons to perform a variety of procedures with smaller incisions, shorter recovery times and improved outcomes.

Specialists offer options in sexual medicine, male infertility, erectile dysfunction, hypogonadism, and Peyronie's disease. In the Warwick office, patients can benefit from urodynamic testing for nerve and muscle function, pressure around and in the bladder, and urine flow rate.



Patients in Warwick, RI, can now schedule an appointment with a Yale Medicine Urologist.

At Westerly Hospital, a multidisciplinary clinic is treating patients with prostate and urologic cancers by providing patients appointments with multiple medical and surgical disciplines all in one room to understand the diagnosis, prognosis and potential treatment options for a patient's condition. The team provides a consensus opinion and treatment plan recommendation and coordinates the care plan so patients no longer need to schedule separate appointments for bloodwork, imaging or other follow up care. The clinic is comprised of Urology, Medical Oncology, Radiation Oncology and Therapeutic Radiology, with support from a nurse navigator and other services such as Pharmacy, Social Work and geneticists as needed. The clinic is modeled after a successful multidisciplinary clinic for Oncology patients at the Smilow Cancer Hospital Care Center in Waterford, CT.

The Urology team in southeastern Connecticut and southern Rhode Island is now partnered with Yale School of Medicine (YSM) and Smilow Cancer Hospital to enroll patients in clinical trials offered regionally and in New Haven, opening new avenues for treatment to patients in our communities. YSM Urology residents and fellows rotate through the eastern region as part of their continued education and gain critical insight and experience from the expert faculty in the region. Advanced practice providers also receive continuing education through didactic lectures, as well as in the office and operative setting.

Quality and Safety

Lawrence + Memorial is proud to be one of 240 hospitals participating in the Premier QUEST High Performing Hospitals national collaborative. QUEST hospitals compare themselves against each other, carefully measuring progress and sharing best practices to deliver top quality care and achieve superior medical outcomes. L+M is working with the QUEST hospitals to set national standards for excellence & quality. QUEST hospitals target tough issues, such as preventing healthcare acquired infections.

This past year, L+M and Westerly Hospital set an ambitious goal to eliminate CLABSI. CLABSI (Central Line Associated Blood Stream Infection) are among the most dangerous and costly of all healthcare-acquired infections. A deep-dive examination of CLABSI causes – and a multifaceted approach to eliminating those factors – has led to significant reductions. Patient care units achieved more than 1,000 days without a CLABSI or a Catheter-Associated Urinary Tract Infection (CAUTI).

L+M and Westerly hospital are part of an initiative to eliminate all-cause preventable harm using high reliability science to create a culture of safety. High reliability reduces the number of serious safety events by reducing human errors and improving system reliability. Through extensive training and hands-on

interactive workshops, hospital leaders are developing skills and learning to use practical tools that will enable them to create a culture of safety and fix systemic problems that lead to patient harm, decreasing events of preventable harm.

High reliability efforts were noted in 2022 with Westerly Hospital earning an “A” Hospital Safety Grade from The Leapfrog Group. This national distinction celebrates Westerly Hospital’s achievements in protecting hospital patients from preventable harm and errors. L+M is nipping at the heels of this distinction with a “B” grade.



The Cardiac team at L+M Hospital celebrated achieving 1,000 days without a Central Line Associated Blood Stream Infection.



ICU staff at Westerly Hospital were recognized for achieving 1,000 days without a Catheter-Associated Urinary Tract Infection.

Patient Experience

From the moment you check in for an appointment providing excellent care in a safe environment is our priority.

Our staff works as a team to deliver not only top of the line care, but to make sure that your experience is as safe and responsive as possible. The barcode on the patient wristband provides detailed information about the patient, their care and medications. From the correct name and birthdate on each wristband to ensuring no one falls, the hospital continuously looks for ways to improve services, encourage patients to take an active role in their care and share their patient experience. Our sole purpose is customer satisfaction. We want to ensure that our healthcare team has met your expectations and we have achieved our vision to be an outstanding community hospital.

This past year, patient beds at Westerly Hospital were replaced with new beds that not only offer increased comfort for patients, but also provide a multitude of safety and technological advances to enhance patient care.

At Westerly Hospital, the new beds feature color-coded lights that shine on the floor, giving nurses important patient information with just a quick glance into a room. The beds have pressure reducing mattresses with air flow as an option when needed. The beds are also lighter, which makes them easier to move; they go lower, which can reduce fall injuries, and they can be raised higher for ease of care and for cleaning underneath. Entertainment controls can be moved to differing areas so the

remote is always easy to reach, whether the patient is upright or lying down. The bed's length can be changed to accommodate short or tall patients, with an accordion-like feature at the end of the mattress that can stretch or retract for the best fit. Each bed has a battery backup for transportation and in case of a power outage.

In addition, the beds will accommodate future technologies, including telehealth capabilities and additional diagnostic tools.

L+M is the first hospital within Yale New Haven Health to equip televisions in nearly all its inpatient rooms with telehealth capabilities, making it easy and convenient to bring patients and providers together when circumstances such as COVID-19 make in-person visits difficult.

Previously, a limited number of telehealth carts were available when a provider needed to meet virtually with a patient. However, having built-in technology at the fingertips of caregivers in each room enhances communication in ways that go far beyond immediate concerns involving the pandemic and visitor restrictions. The technology can also potentially allow out-of-town family members to be 'at the bedside' of a loved one during end-of-life discussions or bring into a room off-site L+M medical staff to advise during an emergency. A provider has the capability to invite a sub-specialist from Yale New Haven Hospital to join a telehealth visit to provide guidance on a patient with complex medical issues.



Westerly Hospital installed new beds equipped with technology that indicates the status of the patient by color coded lights on the floor.



In 2022, telehealth capabilities were hard-wired into every patient room at L+M, making it easy and convenient to bring patients and providers together for care.

Innovation

Throughout its 110-year history, L+M has demonstrated its commitment to providing the greatest of care to its patients and the community. This past year, the hospital extended that care to the environment with the installation of a fuel cell microgrid that will reduce emissions and the hospital's utility bill.

Fuel cells installed on the L+M campus support the hospital's critical power upgrade project and will provide redundancy in back-up power.

L+M is the first hospital in the Yale New Haven Health system to install an alternate energy source on campus. As a result, L+M anticipates more than \$9 million in savings over the 20-year contract period.

In addition to the environmental benefits, the fuel cell project also supports the larger critical power upgrade project underway as part of the hospital's Emergency Department renovation. Although back-up generators remain the first line of defense during a power outage, fuel cells provide continuous power to ensure critical infrastructure is always running. The power project will provide redundancy in back-up power as well as overall campus sustainability.



Fuel cells installed on the L+M campus support the hospital's critical power upgrade project and will provide redundancy in back-up power.

Awards and Accreditations

American Association of Cardiovascular and Pulmonary Rehabilitation (AACVP) – Cardiac Rehabilitation at L+M and Westerly hospitals recertified programs that help people recover after events that can include heart attack, coronary artery bypass graft surgery and other conditions. The program includes exercise, education, counseling and support for patients and their families.

American College of Emergency Physicians (ACEP) – Lawrence + Memorial and Westerly hospitals, along with the other Yale New Haven Health System hospitals, earned the elite Health System Geriatric Emergency Department accreditation designating eight Emergency Department facilities as senior friendly.

Hartford Business Journal – L+M's Neonatal Intensive Care received a 2022 Healthcare Heroes Award for the care and compassion it showed by hosting a wedding on the unit for a couple whose baby was delivered prematurely, disrupting their wedding plans.

Human Rights Campaign Foundation – Lawrence + Memorial and Westerly hospitals, along with Bridgeport, Greenwich, and Yale New Haven hospitals, were designated as an "LGBTQ+ Healthcare Equality Top Performer" in the Foundation's 15th edition of the Healthcare Equity Index (HEI).

Leapfrog – Westerly Hospital earned an "A" Hospital Safety Grade from The Leapfrog Group which recognizes the hospital's achievements in protecting hospital patients from preventable harm and errors. L+M earned a "B" Hospital Safety Grade.

The Joint Commission – L+M Hospital earned full accreditation in the fall of 2022. The three-year accreditation was granted after surveyors spent four days on the L+M campus, interviewing employees, observing procedures and assessing everything from medical records to ceiling tiles.

United Hospital Fund – 2022 Excellence in Health Care Award for Quality Improvement Champions, were bestowed on eight recipients from Yale New Haven Health, including one each from L+M and Westerly hospitals. The award honors extraordinary leadership in improving quality of care, patient safety and patient experience.

Culture of Excellence

Fostering a culture of excellence allows organizations to be forward-looking and anticipating, rather than reacting. At L+M and Westerly hospitals our employees are engaged in pursuing excellence and are recognized throughout the year for their outstanding care.

Through Nursing Professional Governance, staff also have opportunities to mentor new nurses, and develop standards of practice, policies and procedures.

Employees are also engaged in the Diversity, Equity, Inclusion and Belonging Council (DEI&B) which was established in 2018 to help employees work together to create and promote a culture of respect and inclusion. Among other activities, the group hosted a panel discussion on “Impactful Leadership: Centering Women’s Voices in celebration of Women’s History Month. The panel included diverse leaders who shares stories of their career journeys and offered insights for those who aspire to leadership positions.



Nurse Residency Programs at L+M and Westerly hospitals were among the Yale New Haven Health programs to receive recognition for assisting nursing school graduates transition into their roles as professional, acute-care nurses.



The Diversity, Equity, Inclusion and Belonging Council at L+M helps employees work together to create and promote a culture of respect and inclusion.

Building Healthy Communities

Reaching beyond the borders of our hospitals, L+M and Westerly hospital participated in a Yale New Haven Health food donation program as part of the #GiveHealth Movement to provide fresh fruits and vegetables and other healthy food items to help hunger-relief organizations in the region.

L+M collected 4,727 pounds of food equaling 3,939 meals which was donated to F.R.E.S.H. New London, a community group dedicated to building and sustaining a healthy and just food system to establish community food security in Connecticut.

Westerly Hospital collected 1,579 pounds of food equaling 1,316 meals which was donated locally to the Pantry on the Lane operated by the Joy Fellowship Church.

Employees also contributed to a diaper drive to benefit Thames Valley Council for Community Action/WIC in New London and the johnnycake Center in Westerly and Pantry on the Lane in Bradford. Employees also responded to the call for another community drive and donated baby food, diapers, cereal, canned goods and other items to the Gemma E. Moran United Way/Labor Food Center.

L+M created a Food Cupboard to support colleagues who may need to supplement their grocery list.



The Gemma E. Moran United Way/Labor Food Center in New London was the beneficiary of food and a donation which was a collaborative effort by L+M nurses, union representatives and others to support the community.



Smilow Cancer Center at Waterford staff showed their generosity with a donation to the Gemma E. Moran United Way/Labor Food Center in New London.



The food and nutrition department at Westerly hospital donated 84 pairs of new socks to the Jonnycake Center in Westerly.

A Generous Community

Philanthropy has always been the lifeblood of L+M and Westerly hospitals. The strong network of supporters continues to grow, showing their commitment to advancing care to patients and the community.

In 2022, gifts and pledges to the L+M Hospital Office of Development reached \$5,599,971 million from more than 790 donors through restricted major gifts and the annual fund. All investments support enhanced programming, equipment acquisition and staff education to support the hospital's mission.

Many departments across the hospital have been strengthened through memorial donations, including the Cancer Center, Cardiac and Pulmonary Rehab programs, the Intensive Care Unit, Surgical Services, Neonatal Intensive Care Unit and Women & Children's Services.

Support from the community for the ongoing Emergency Department Renovation Project at L+M was bolstered by a special campaign driven by the residents of Fishers Island, NY. The campaign, led by chairs Tracy and Jim Rutherford and 20 families, was launched with a \$2 million lead matching gift from the Peter O. Crisp Family to seed a campaign from the Fishers Island community to raise \$5 million (see related articles pages 20 – 23). The hospital's 22nd annual golf outing at Fishers Island Club raised over \$210,000 in additional funds for the ED project.

The Auxiliary of Lawrence + Memorial Hospital continued to meet its financial commitment to support the Emergency Department Renovation Project with the first of four \$25,000 gifts. Last year, the Auxiliary presented an additional pledge of \$25,000 in memory of long-time Auxiliary member Shirley Folbrecht. The check was from Folbrecht's bequest to the Auxiliary. A plaque will be placed in the ED in her honor.



The Auxiliary of Lawrence + Memorial Hospital celebrated a gift to the hospital Emergency Department Renovation Project.

The Auxiliary continued to reach out to new members through gatherings and support at hospital-sponsored events, such as the Hartford Marathon Summer Stride road race.

At Westerly Hospital, plans for major facilities improvements are underway. The Westerly Community Credit Union, long-time supporters of the hospital, pledged \$200,000 to the Westerly Hospital Foundation's Centennial Campaign. Gifts such as these will contribute significantly to the future of health care at the hospital.

In addition, gifts and pledges totaling \$1,281,845 million from more than 770 donors continue to support enhanced programming, equipment acquisition and staff education to support the hospital's mission. The annual golf outing at the Misquamicut Club generated a record \$80,000.



The Auxiliary of Lawrence + Memorial Hospital gathered for the first time since the pandemic in support of the hospital.



The Westerly Hospital Foundation received a gifts from Valenti Subaru, in partnership with the Leukemia & Lymphoma Society to benefit patients.

Instilled with new leadership, the Westerly Hospital Auxiliary resumed its practice of providing scholarships to area residents pursuing healthcare as a career. One of the scholarships is supported by the family of Mary C. Pucci, a long-time Auxilian, in honor of her memory and good works.

The Auxiliary held its 38th annual “Lights of Love” campaign, which invites the community to remember or honor a loved one and to support Westerly Hospital and the caregivers that touch the lives of thousands of patients to provide hope, healing and recovery.

Several community events were held in Rhode Island to engage with hospital supporters. A reception at Ocean House in Watch Hill, RI, gave donors the opportunity to hear an informative and inspiring affirmation of the long-term commitment by Yale New Haven Health to Westerly Hospital and the patients it serves – investments that will enable growth and development of new programs and services in response to present and future community needs.

Westerly Hospital supporters Laura and Paul Lang hosted a reception, with assistance from the Westerly Hospital Foundation Board, led by Diane “Dede” Consoli and William Heep, allowing the Quonochontaug community to learn more about the expansion of services, addition of providers and long-term vision for Westerly Hospital.

In New London, L+M Hospital Development Committee members Linda Mariani and her husband, David Neusner, welcomed guests to learn more about the immediate and long-term strategic plans for the growth of L+M.

Donors and patrons, the auxiliaries and other community partners continue to play a vital role in L+M and Westerly hospitals’ ability to sustain clinical excellence, invest in quality healthcare and provide the greatest of care.



(L-R): Chief Medical Officer Oliver Mayorga, MD; Craig Mittleman, MD, chair of Emergency Medicine at L+M; Patrick Green, president and CEO; and Missy Crisp enjoyed a successful outing at Fishers Island Club raising funds for the L+M ED project.



Westerly Hospital supporters Laura and Paul Lang, far right, hosted a reception with assistance from the Westerly Hospital Foundation Board.



The Auxiliary held its 38th annual “Lights of Love” campaign which invites the community to remember or honor a loved one and to support Westerly Hospital and the caregivers that touch the lives of thousands of patients to provide hope, healing and recovery.



Golfers supported the Westerly Hospital Foundation with the most successful outing at the Misquamicut Club raising more than \$80,000.



A reception at Ocean House in Watch Hill, RI, gave donors the opportunity to hear an informative and inspiring affirmation of the long-term commitment by Yale New Haven Health to Westerly Hospital and the patients it serves.

A community responds with an exceptional gift

When Peter and Missy Crisp agreed to make a \$2 million “seed gift” to help support the ongoing Emergency Department renovation at L+M Hospital, it was a bold philanthropic gesture to be sure. Yet, it was also a strategic call to action for other residents of Fishers Island, NY – a suggestion that a community just off the coast of southeastern Connecticut should support a key part of the island’s healthcare dynamic.

Within less than two months, the Fishers Island community responded, affirming the island’s longstanding and vital relationship with L+M Hospital by pledging more than \$5 million to help upgrade the Emergency Department.

“Island residents realized this was a very important initiative,” says Tracy Rutherford, co-chair with husband Jim Rutherford, of the island’s efforts. “L+M is not on Fishers Island, so it could have been easy for people to second-guess the need to support the project. But the opposite happened. Despite the physical barrier of water separating us from the mainland, residents understood this was something we needed to do for the good of our island, as well as for the benefit of the hospital and the people of this entire region.”

The Rutherfurds joined the Crisps at a ribbon-cutting ceremony last year when the hospital officially opened the first completed part of the ED upgrade – a new waiting room and triage area. When the renovation of the main ED is completed, every patient will be treated in a private room, while staff and physicians will have new workspaces throughout the department. There will also be expanded areas to address behavioral health concerns as well as pediatric needs.

“The Fishers Island community has helped us in our goal to create a welcoming facility that complements the outstanding skill and compassion that our staff has always demonstrated,” says Craig Mittleman, MD, regional medical director for Emergency Services for L+M and Westerly hospitals. “The kind

of support for our mission that we’ve seen from Fishers Island gets into the psyche of our team members. Our caregivers are aware of the value the community puts on what we do, specifically through acts such as the Fishers Island campaign. That builds pride, and it connects all of us to our shared humanity, whether water separates us or not.”

For Fishers Island residents, knowing a state-of-the-art medical facility is waiting across Fishers Island Sound offers peace of mind. It relies on a three-pronged healthcare structure: the hospital, direct care on the island and water transportation. On the island, the Island Health Project provides a doctor’s office that serves most walk-in and primary care needs. Additionally, the Fishers Island Fire Department’s Sea Stretcher emergency vessel is always ready to ferry any patient across the water to L+M Hospital in times of emergency. (see related article)

“Fortunately, I’ve only been to the L+M Emergency Room for minor bumps and bruises,” says Peter Crisp, “but L+M is very important to the island. Along with the combined efforts of the Island Health Project and the fire department, L+M is a vital link in our health care. The island has had a wonderful partnership with L+M that goes back many decades, because we are very dependent on its services. And, I’ve heard nothing but good things about people’s experiences at the hospital. The chemistry of the relationship has been very beneficial for everyone.”

Island resident and donor Kandi duPont Sanger and her family, whose duPont relatives made Fishers Island part of the family culture generations ago, have had numerous occasions where surgeries and family accidents have required trips on Sea Stretcher. In one instance, Sanger’s brother was rushed to L+M on the boat after a fireworks injury to his hand. In that case, the care didn’t stop at L+M, but also included a trip to Yale New Haven Hospital where a hand surgeon was waiting to help. Today, island residents like Sanger realize that L+M’s affiliation with Yale New Haven Health gives all its residents access to world-class care for virtually any medical condition.

“We have an incredibly close and supportive community on the island, and we all realize how important it is to have L+M,” says Sanger. “What would we do otherwise? We’d have to go to Long Island?”



Jim and Tracy Rutherford, and Missy and Peter Crisp cut the ribbon for the new ED waiting room.

“Years ago, I was a member of the hospital’s auxiliary, and I enjoyed taking the ferry to meet the women of New London. It was a wonderful connection with the community,” recalls Sanger. “When I was an inpatient on the orthopedic unit at L+M, I was well taken care of. Somebody would always come and help me, and they were always so nice and so friendly. Knowing L+M is there for us is a huge relief. It’s why it is worth our support.”

For Peter Crisp, the decision to support L+M at a substantial level was part of a lifelong commitment to philanthropy – a tangible expression of his philosophy that one’s educational and professional career offer opportunities to learn, earn, and, ultimately, return. (see related article)

“Missy and I enjoy giving back to organizations that are particularly deserving, and we think L+M’s Emergency Department is a wonderful project,” says Crisp. “It’s the right project at the right time. There have been no major renovations to the emergency room since 1995, and we’ve had the



Kandi Sanger.

pleasure of working with a wonderful group of people at the hospital, including Patrick Green, the hospital president, and Dr. Mittleman. It’s been a great project. It was well planned, and the response from our friends and neighbors has exceeded our expectations.”

For Peter O. Crisp, a life personified by philanthropic ambition

After a young and ambitious Peter Crisp finished college, served three years in the Air Force and then enrolled in Harvard Business School, he proudly told his father that he hoped to work for a foundation so he could raise money to help others.

Crisp's father, however, offered a gentle challenge. "My dad said to me, 'Instead of figuring ways to give away someone else's money, why don't you try to make some money for yourself. Then you can give away your money to help others.'"

More than 50 years later, after a rewarding investment career with one of America's wealthiest families, the Rockefellers, Crisp has answered his father's challenge in powerful ways, sharing his personal wealth with organizations that have advanced health care, education and other humanitarian causes.

Most recently, Crisp and his wife, Missy, provided a lead \$2 million gift to L+M Hospital for its ongoing Emergency Department Renovation Project. The gift also served as a catalyst for a philanthropic campaign, generating \$5 million in donations from the Crisps' neighbors and friends on Fishers Island, NY, as island residents rely on L+M for emergency care.

Looking back on his career, Crisp says his father's challenge "resonated in the back of my mind," as he was beginning his career. At about the same time, Crisp happened to read a story in *Time* magazine that would change his life. The story was a profile on Laurence Rockefeller and his philanthropic endeavors. It noted how Rockefeller was investing portions of his vast wealth in companies that had the potential to strengthen America, through advancing technologies, the creation of employment and generation of tax revenues – all good things for the country.

"So," recalls Crisp, "I wrote Rockefeller a letter. It landed on his desk, and, somehow, it landed in the hands of one of his colleagues who was setting up a staff to go out and try to find these small new companies. Four interviews later, I got hired to be the junior guy, to join this group and help the Rockefellers identify and support these companies."

One of those companies was a start-up called Apple. "We invested in Apple when they had only five employees," says Crisp. "In 1979, we bought 10 percent of the company for \$300,000."

Apple was one of many companies Crisp and his colleagues identified as investment opportunities. "The thrust of my career was starting new companies from scratch, and we started about three a year for probably almost 30 years," he says. "Some of them have gone from being acorns to great oaks."



Peter and Missy Crisp, generous benefactors, have instilled the importance of sharing resources with their family.

As these companies grew, many were sold for cash or stock. "The Rockefeller family would typically use those stocks to meet their philanthropic commitments," explains Crisp. "It was a real recycling of the earlier investments, and it was really a wonderful way to make money and do something good at the same time."

Crisp has come to believe that life has three broad career stages – "You learn, earn and return." And, just as his father guided him, Crisp says one of the continuing rewards of that credo is seeing the same giving spirit embraced by his children.

"Over the course of many years, we have tried to set a good example," says Crisp. "I think our children have been inspired by what they have seen us do through the years, and they look around their communities to see what they can do. It's very much a team effort nowadays, particularly as we get older."

"Missy and I believe it's important to share some of the resources we have," he adds. "It's rewarding, and our children see that, too. It's something that is especially important to us as a family."

The Fishers Island Sea Stretcher: a lifeline to the mainland

To appreciate the difference between life on an island and life on the mainland, look no further than health care. When a patient on Fishers Island has a life-threatening emergency, they don't call for an ambulance, they call for a boat.

While the island has an outstanding medical office staffed with Lawrence + Memorial Hospital affiliated physicians (including its island-based physician, Chris Ingram, MD), there are times when a hospital – specifically, L+M's Emergency Department 9.8 miles across Fishers Island Sound – is the only place capable of providing the critical care a patient needs.

So, when the island's Emergency Medical Technicians (EMTs) respond to a life-threatening situation, such as a heart attack or car crash, they call for Sea Stretcher.

"The island has fire, EMS, and Sea Stretcher, and it takes all three," says Jeff Edwards, Fishers Island's fire chief. "The individuals involved are extremely dedicated and the teamwork is incredible."

Docked at the Fishers Island Yacht Club, Sea Stretcher is a 42-foot vessel with a below-deck cabin fully equipped like an ambulance. For people like David Burnham, Sea Stretcher division chief and an active captain of the vessel, "making a run" to the mainland to help save a life is simply "part of my life," he says. "It's something I'm proud to do."

With Burnham and a navigator up on the bridge, and the patient down below with EMTs, Sea Stretcher typically cruises at about 25 miles an hour, although, if the EMTs deem it critical, the captain can push the boat to about 30 miles an hour if the seas permit.

"It can get pretty bumpy if the waves are bad," says Becky Walters, EMS division chief for the Fishers Island Fire Department. "Weather is always a big concern. In high winds, we might have to alter our plans."

Two EMTs (out of a team of 13) typically make the run to the mainland, staying below deck with the patient, and often providing care from their knees when the boat is rocking in a storm.

Sea Stretcher delivers the patient into the waiting hands of New London EMTs and L+M paramedics, who wait for the vessel at the pier at US Coast Guard Station - New London. The ride to the hospital from the dock is less than two miles.

"We cross the water in 20 to 25 minutes, and it's only a couple of minutes to the hospital," says Burnham. "While it may seem unusual to transport a patient in a boat, it would take a regular ambulance just as long to get to L+M from Ledyard or any other rural town outside of New London, so we think Sea Stretcher is pretty efficient transportation."

But an ambulance never has to navigate crashing waves when the waters get angry, and storms have been a challenge for Sea Stretcher over the years. If the weather is extremely bad, the boat will take a shorter route across the water, motoring to the Noank Shipyard in Groton. At least one time, during a blizzard, Sea Stretcher made the run to Noank and a snowplow had to be called so an ambulance could reach the docks.

"In rough weather, it's the captain's choice whether we're going to sail at all, and where we're going to go," says Burnham. "We've taken some rough trips and sometimes I've wondered if we were taking too much risk. When it blows from the southwest, it can build up pretty big."

At the Fishers Island's medical office, Dr. Ingram does his best to prevent the use of Sea Stretcher. By providing stitches in the office, or encouraging someone with a potential broken bone to use the island ferry to get an X-ray, Sea Stretcher is always at the ready.

"Dr. Ingram is good at steering people to the ferry for non-emergencies, because we don't want the vessel out of service for something relatively minor," says Burnham. "We always want to be available for the patient who is truly in need of getting to the hospital."

Last year, Sea Stretcher transported 37 patients to L+M, and that critical link to emergency care is one of the reasons island residents so enthusiastically committed to a philanthropic campaign to help support renovations to hospital's ED, raising \$5 million for the project. Sea Stretcher itself holds an annual fundraiser in memory of an island resident; the Peter Durant Sanger Memorial Sea Stretcher Marathon has been a popular event on the island for years. Sanger was the husband of Kandi duPont Sanger who played a large role in the fundraising campaign. (see related article)

In fact, over the course of decades, the bond between Sea Stretcher and L+M Hospital – a spirit of professional cooperation – has never been dampened by the waters in between, says Ron Kersey, manager of EMS/Emergency Management for L+M Hospital.

"Our paramedics have been meeting Sea Stretcher at the docks for 30 years now," says Kersey. "We understand that the crew and the EMTs on board are sometimes risking their own safety to ensure the survival of another, which is part of why we're so committed when the vessel arrives. If someone has come across the water with the belief that we can provide the vital care they need, then you can be sure we're going to do everything possible to save that life."

Fishers Island Honor Roll of Donors

The Fishers Island Campaign for Lawrence + Memorial Hospital's Emergency Department Renovation Project

Given by the Friends and Families of Fishers Island and the Peter O. Crisp Family

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Logan Yonce
Kelley and Donald Young
Catherine Peishoff and Gil Zirkel



L+M Board of Trustees Chair Jim Mitchell, EdD, and hospital President and CEO Patrick Green get ready to support the hospital's annual golf outing on Fishers Island.



Susan Di Loreto and Maureen Angliss enjoyed a day of golf on Fishers Island to support the L+M Emergency Department Renovation Project.



Chet Kitchings and Michael Rauh enjoyed a day of golf on Fishers Island to benefit the L+M Emergency Department.

When a nurse heard he was having a stroke, “everything changed”

It was just another routine weekday morning for Bruce Tiven of Westerly: up at 5 am, showering, and getting dressed for work. “Everything was perfectly fine, and then, as I was coming down the stairs, I suddenly felt like my right arm was slightly heavier than my left arm,” Tiven recalls. “It felt like someone put a tiny weight belt on my wrist, and I thought, ‘What’s this all about?’”

Tiven didn’t realize it just yet, but he was having a stroke. “At that moment, I’m thinking I maybe slept on it wrong and my arm is partially asleep. It’ll work itself out. But that didn’t make sense because it had been fine earlier.”

Denial, or talking oneself out of accepting upsetting possibilities, is common for people experiencing the unexpected and unfamiliar symptoms of stroke; it’s a coping mechanism as the brain processes what it has never experienced before.

After struggling to tie his shoes, Tiven started to drive to work. Then he changed course. Within moments he was pulling into the parking lot at Westerly Hospital. That decision quite likely saved his life.

“It was only about 10 after six in the morning,” Tiven recalls. “I looked in the window and one of the nurses spotted me. She came out and asked, ‘Can we help you?’ I said, ‘Yeah. I think I’m having a stroke.’ With those words, everything changed. It was like some kind of switch went off.”

The Team

“The nurse immediately grabbed my arm and said, ‘OK, come with me,’” Tiven recalls. “She told another nurse, ‘He’s having a stroke,’ and she got me onto a table. In no time, three or four nurses were by my side, and within another minute a doctor arrived. They were all working on me, getting ready to do an EKG and asking me questions.” Tiven’s medical team focused on his immediate care. When they could take a breath, they asked him his name. He was in good hands.

Nadar Bahadory, DO, medical director of the Westerly Hospital Emergency Department, is not surprised by the rapid response of the doctors and nurses. “Time is everything when it comes to a stroke,” he says. “Time lost is brain lost, so we do absolutely everything we can to diagnose and treat stroke as fast as possible.”

“The nurse immediately grabbed my arm and said, ‘OK, come with me,’” Tiven recalls. “She told another nurse, ‘He’s having a stroke,’ and she got me onto a table. In no time, three or four nurses were by my side, and within another minute a doctor arrived. They were all working on me, getting ready to do an EKG and asking me questions.”

The hospital is especially prepared for emergency diagnosis and care. “The Westerly Hospital Emergency Department is designated as a stroke-ready ED,” Dr. Bahadory explains. “This means we’re staffed with board-certified emergency medicine trained specialists as well as a team of nurses and ancillary staff who can immediately treat patients suffering from acute stroke. This includes immediate diagnosis using state-of-the-art imaging equipment, stabilization of the patient, and utilizing life-saving medication, such as clot-busting drugs. In addition, after stabilization, the patient has access to comprehensive stroke care at one of Yale New Haven Health’s hospitals if needed, which has high-level capability for long-term care, rehabilitation, and stroke prevention.”

Westerly Hospital’s Telestroke program saves precious time by putting the Emergency Department in immediate contact with neurologists at Yale New Haven Hospital, which is what happened with Tiven. The neurologist reviewed Tiven’s case and shared his thoughts.

“The neurologist explained the situation and what the recommendation was, which involved what they call a clot buster,” Tiven says. “It’s like a super blood thinner. He explained what it does as well as the potential issues and the upside. The upside, to me, greatly outweighed the downside.”

The medical team focused on the initial symptoms. “It had only been an hour since my stroke started, which was important. You get this treatment only within the first four hours of the first symptoms or you don’t get it at all.” The treatment was critical, and Tiven was a good candidate for it.



Bruce and Mary Tiven at home in Westerly following treatment for a stroke.

After receiving the clot-busting medication, he was transported via ambulance to L+M Hospital. The Neurology team then monitored his condition until he was able to safely return home just a couple of days later.

Speaking from experience

After his experience, Tiven now offers simple and heartfelt advice: “If you’re having a physical issue that you’ve never had before – if something suddenly isn’t working correctly out of the blue – assume that it’s a stroke. If you wind up going to the hospital and it turns out not to be a stroke, so what? That’s OK.

Whatever it is, they’ll figure it out. But it could be a stroke. In that case, get to the hospital immediately. Time is of the essence. In fact, it makes all the difference in the world.”

Tiven concludes by sharing that he got a little philosophical when he left L+M Hospital to return home. “I feel very fortunate,” he says. “I’m very appreciative of the people at both Westerly Hospital and L+M in New London for doing what needed to be done to ensure I survived, and then make sure I didn’t have a recurrence. They were all so professional and pleasant throughout the entire process, and I am very grateful for all the help.”

Martha Hosp: a love of life, a love for community

Martha Hosp loves the view of the Atlantic Ocean from her home in Weekapaug. She loves the nearby beaches and the salt ponds that she actively volunteers to help protect. She loves playing paddle tennis and golf and canasta. She loves walking along the shore with her dogs. Most of all, she loves when her family comes to visit in the summer, as her two sons and their families have always considered the Weekapaug community of Westerly, Rhode Island, to be home.

Hosp also loves Westerly Hospital. From the days when a softball injury broke someone's nose or stepping on a jagged seashell required stitches for someone else, the Hosps have long counted on the doctors and caregivers at Westerly Hospital, a bedrock of safety and healing, to provide their cherished community a deep level of comfort.

"The hospital has always been there for us," Hosp says. "When my husband was very sick and had cancer, Westerly Hospital took extremely good care of him, so I have great admiration for all the physicians."

She appreciates having a high level of medical help nearby and wants to play a role in securing its future. "Knowing the hospital is there for our community is something we should never take for granted," Hosp adds. "That's why my work as a member of the Westerly Hospital Foundation is so important to me. The doctors and the caregivers are outstanding, and, together, as a community, we have a role to play to ensure that the hospital is always there for our families."

Settling in

Originally from New York, Hosp's family connections with Westerly go back to the days when her mother and father used to rent cottages at Misquamicut Beach. She knows what it means to need care here. Before she was born, when only her two oldest brothers were alive, the family narrowly escaped a disaster. A two-week family trip to Misquamicut had to be cut short when her brother Dave developed a fever. The family reluctantly went home early in September. Just days after the family departed, the hurricane of '38 devastated Westerly and its beaches and caused the death of many people. She knows Westerly Hospital helped save many victims of that terrible storm.

"The hospital has always been there for us," Hosp says. "When my husband was very sick and had cancer, Westerly Hospital took extremely good care of him, so I have great admiration for all the physicians."

Hosp's family didn't give up on their beloved Westerly, however. They were a part of its story. Martha Hosp spent many youthful summers playing tennis and going to the beach as the family continued renting homes in Watch Hill and then Weekapaug. She was about 15 when her parents took the natural next step and purchased a house in the Haversham area. Soon after, she met her husband-to-be, whose family had a house nearby in Ninigret Cove. "We dated and then we married in 1965," she recalls. "I was quite young; I had not even finished college."

Hosp's husband would be called on to serve in Vietnam, and she went on to earn a college degree, followed by a law degree. The family then settled for years in Rye, NY. Martha took a job with a financial holding company in Stamford, CT, where she managed securities and corporate law. Her husband pursued a career in advertising.

Westerly, however, was always in their hearts. "Richie and I built a house here in 1972 in Shelter Harbor," says Hosp. "And when I say we built it, we designed it on a cocktail napkin. We took it to an old traditional builder around here, Henry Morris, and he asked, 'Why not?'"

Eventually, after retiring to Ninigret Cove, and then building her current residence in Weekapaug, Hosp found herself fully engaged in giving back to her community, serving on environmental committees to protect local salt ponds and marshes, actively participating in her church, and serving on boards at Westerly Hospital. Because of her many years of service, Hosp remembers how financial difficulties left the future of the hospital uncertain. Yet she also remembers how an affiliation with L+M Hospital – and then eventually Yale New Haven Health – helped ensure the hospital's viability.



Martha Hosp Hosp, a member of the Westerly Hospital Foundation, at her home in Weekapaug, RI.

Better together

Today, Hosp tries her best to share with friends and neighbors the unique value of Westerly Hospital – a true community hospital backed by a world-class health system like Yale New Haven Health, which is also closely aligned with the Yale School of Medicine.

“The hospital has had many ups and downs, yet it is so important to the community that I will always support it,” she says. “I urge anyone who lives here to support it.”

Thinking back over the years, she adds, “I think maybe people were a little leery in the beginning, when we joined with Yale New Haven Health. People were worried that we might lose services. Instead, what we’ve seen is a major investment in the hospital, including Oncology, Geriatric Psychiatry, a new Cardiac Catheterization Lab and an expanded Urology program. We have Telestroke to help diagnose and treat victims of stroke and advancing programs in pediatrics in our Emergency Department.” She knows the significance of those investments.

“It’s also important for people to realize that when you donate to the Westerly Hospital Foundation, the money always stays local,” she adds. “All local donations stay in Westerly to support our programs and to serve our residents.”

Therein lies the beauty of a community hospital supported by a major health system: “We have great local doctors who also have access to a deep pool of specialists through Yale New Haven Health and Yale Medicine. That should be especially important to the community. We have, quite literally, some of the top doctors in the world who can be brought in as needed for any case you might have.”

At the end of her busy days, active in so many different things, Hosp counts her blessings. “Family, friends, a beautiful community, and a strong local hospital – all of these things make Westerly home,” she says. “I consider myself lucky to have so many blessings.”

Cancer survivors join forces to crush cancer

In 2021, Linda Casertano and Claudia Kelly of Weekapaug, RI, were starting their individual cancer journeys. Neighbors, Molly Zola, a 10-year brain cancer survivor, and Karen Dillon, who was in her second year of breast cancer survivorship, joined Linda and Claudia in a text chat support group. They became “The Crush Cancer Club.”

Molly was diagnosed with oligodendroglioma brain cancer in December 2010. Karen was diagnosed with invasive lobular breast cancer in November 2019. Linda began her cancer journey in August 2021 when she was diagnosed with triple negative breast cancer. Claudia received her news of hepatocellular carcinoma (liver cancer) in June 2021.

When Molly’s brain cancer returned, the group exchanged texts supporting each other through the highs and lows of the cancer fight, awaiting test results, counting down to surgeries, and hearing the pros and cons of various treatments. All the messages were full of emojis of fist pumps, muscles, hearts and prayers. The group declared “no sad puppy eyes,” and all showed up with a fighting spirit filled with strength, hope and prayers.

When it looked like the whole group was going to triumph over their cancer, they realized that everyone is touched by cancer in some way – be it themselves, a friend, or family members. And they wanted to highlight the fact that there is a valuable resource for oncology patients close to home – the Smilow Cancer Hospital Care Center at Westerly Hospital.

The team then began in earnest to plan an event to raise awareness about cancer and about the world-class facilities for cancer care available in their community. So, the Crush Cancer Women’s Golf Event at Shelter Harbor Golf Club began to take form.

Choosing the Smilow Cancer Hospital Care Center at Westerly resonated with the Crush Cancer team on personal and professional levels, centered around a connection with Robert Legare, MD, Oncology Service Line medical director for Westerly and Lawrence + Memorial hospitals. Linda received her treatment under Dr. Legare’s skilled care at Westerly; Karen and Molly share a long friendship with Dr. Legare and his wife, Maura; and Karen’s mother is a former patient of Dr. Legare’s, whom he treated for ovarian cancer over 25 years ago.

“The five of us got more gratification out of organizing the tournament than we ever expected,” says Molly. “It felt incredibly satisfying to not only raise more money than we ever dreamed possible but, more importantly, to educate people about the cancer resources they have right here in their backyard of Westerly.”

The Smilow Cancer Hospital Care Center at Westerly Hospital provides access to expert cancer care and treatment for patients in southwestern Rhode Island and eastern Connecticut, allowing them to receive the greatest of care close to home. Comprehensive outpatient cancer services include consultation, screening, diagnosis, and treatment in Westerly.

The group’s initial goal was to raise \$5,000, between the fee to participate, generous resident and business sponsor donations, and purchases of raffle tickets and mulligans. To achieve that goal, they added Weekapaug resident Bonnie Wallace to their group for her creative talents.

In the end, the team raised an outstanding \$30,000 to donate to the Cancer Care Fund at the Westerly Smilow Care Center. The fund assists cancer patients in a variety of ways, including the cost of transportation, childcare and other needs. In addition, the fund supports physicians and other caregivers with the latest advancements in technology.

“The five of us got more gratification out of organizing the tournament than we ever expected,” says Molly. “It felt incredibly satisfying to not only raise more money than we ever dreamed possible but, more importantly, to educate people about the cancer resources they have right here in their backyard of Westerly.”

During the planning of the event, Karen’s motto was “less is more, girls,” and as she looked around at the success of the day, she concluded and reiterated to the Crush Cancer Club, “Girls, less is more... We crushed it!”

**This story was re-created with permission from STROLL Hill, Pond, and Preserve, a community magazine for residents of the greater Watch Hill, RI area.*



The Crush Cancer Group (L-R) Claudia Kelly, Linda Casertano, Karen Dillon, Bonnie Wallace and Molly Zola.

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Staci and Bill Heep and Diane "Dede Consoli, Westerly Hospital Foundation board members, organized an informational gathering.



Westerly Hospital Foundation Chair Greg Ahern and Craig Mittleman, MD, chair of the Emergency Department at a hospital event.



Neal Simon, Spencer Van Pelt and Nick Stein attended an informational event in support of Westerly Hospital.



Vince Reppucci and Tom Frost learned about the vision for Westerly Hospital.



Westerly Hospital President and CEO Patrick Green shared a moment with Tina Cassidy and Tony Flint.



Ellen Frost, Westerly Hospital Director of Development Alice Soccia and Ed Mellick attended a hospital event.



Joseph Renzulli, MD updated Linda and Rob Buffon about advances in Urology care at Westerly Hospital.



Charlie and Susan Freedgood and Betty Wilson attended an informational event.

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Yale School of Medicine Dean Nancy J. Brown, MD, Yale New Haven Health CEO Chris O'Connor and Westerly Hospital President and CEO Patrick Green held an informational forum in Watch Hill, RI.



Pamela Connors, MD, and Joseph Renzulli, MD, Chief of Urology at Westerly Hospital at Ocean House in Rhode Island.



Randy Abood and Chuck Royce learned about future plans for Westerly Hospital.



L+M Hospital Board Chair Jim Mitchell, EdD, discussed new services at the hospital with Barbara and Larry Albert.

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