

# Heroes work here.



Lawrence + Memorial Hospital  
Westerly Hospital

Year in Review | 2020

Yale  
NewHaven  
**Health**



# Dear friends and colleagues,

It is hard to imagine that 2020 started with so much promise. Lawrence + Memorial and Westerly hospitals had just completed another year of double-digit growth in patient volumes, our financial performance was strong and we were making investments in our infrastructure and investing in our employees.

At Westerly, we unveiled a new Smilow Cancer Hospital Care Center and opened a new unit to address the growing behavioral health needs of the community. At Lawrence + Memorial Hospital, we welcomed patients to a new ultrasound suite and launched a major upgrade and Emergency Department renovation project. You will read much more about our accomplishments throughout this publication.

Five months into Fiscal Year 2020, our hospitals and emergency departments were so busy we began revising our expansion plans to accommodate the increase in demand for patient beds. Then, all of a sudden, in March 2020, it seemed overnight, we went from a double-digit growth trajectory in patients cared for to operating at less than 30 percent of our capacity. We found ourselves planning for a different type of surge in patients.

The pandemic forced us to adapt to new ways of caring for our patients and their families, as well as our loved ones. We cried when our patients and our families lost their battle with COVID-19 and celebrated with those who went home. We stood in awe as our staff found the strength and determination to make it through each day despite their fears in these uncertain times.

Never once did we waver from our vision of enhancing the lives of the people we serve. Our singular focus was to provide access to high-value, patient-centered care. It was our core values that gave us the strength to persevere through the most difficult days.

In the midst of the challenges of 2020 we saw opportunities to innovate and to inspire one another and to recognize that anything is possible when we work TOGETHER as ONE. This experience will forever affect our readiness and resolve so that we can shape our future to be even better than before.

Making it through 2020 would not have been possible without the sacrifice and dedication of our physician partners and employees. I have the honor of serving an amazing team of over 3,000 passionate, purpose-driven people and they have been my inspiration.

I am also very grateful for the support of our dedicated board members and the generosity of our donors and community partners who played a significant role in our ability to sustain our commitment to clinical excellence.

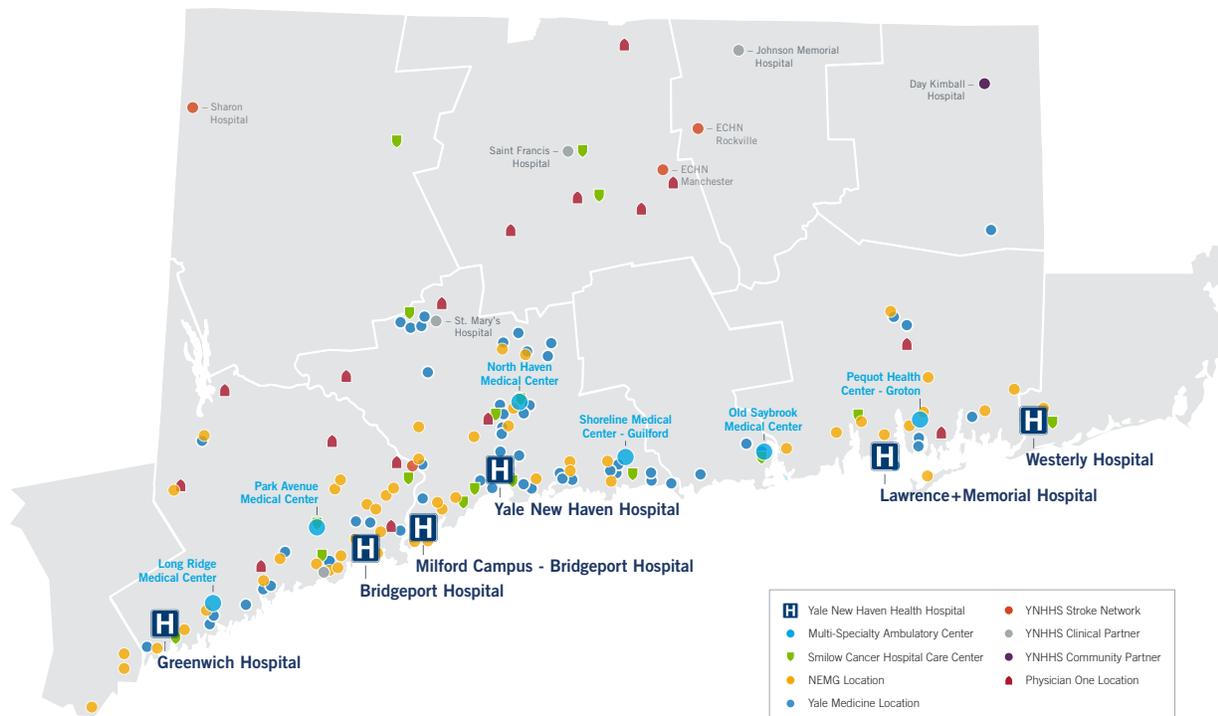
During these unprecedented times Lawrence + Memorial and Westerly hospitals, the Visiting Nurse Association of Southeastern Connecticut and Yale New Haven Health have demonstrated that our commitment to our purpose and to the communities we serve has never been stronger. With your support we will continue to provide world-class, exemplary care well into the future.



**Patrick L. Green, FACHE**

President and CEO, Lawrence + Memorial Hospital and Westerly Hospital  
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.

## 2020 Yale New Haven Health System Profile

	Yale New Haven Hospital	Bridgeport Hospital	Greenwich Hospital	Lawrence + Memorial Hospital	Westerly Hospital	Northeast Medical Group	Total YNHHS
Total Licensed Beds <sup>1</sup>	1,541	501	206	308	125	n/a	2,681
Inpatient Discharges	68,894	21,686	12,737	12,609	3,175	n/a	119,101
Outpatient Encounters	1.3M	360,391	253,779	284,718	101,291	1.4M	3.7M
Total Assets <sup>2</sup>	\$5.9B	\$871M	\$904M	\$521M	\$103M	\$126M	\$8.4B
Net Revenue <sup>3</sup>	\$3.1B	\$728M	\$468M	\$394M	\$83M	\$487M	\$5.3B
Medical Staff <sup>4</sup>	5,882	1,812	925	709	307	1,211	6,911
Employees <sup>5</sup>	14,592	3,395	1,790	2,307	742	2,216	28,589

1 Licensed bed number includes bassinets.

2 Includes Yale New Haven Health Services Corporation assets in the Yale New Haven Hospital column.

3 Includes Yale New Haven Health Services Corporation revenue in the Yale New Haven Hospital column.

4 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.

5 Employees represent counts and not FTEs. System Total includes Health Services Corporation employees; Lawrence + Memorial includes VNASCT employees.

## Financial Performance

Total Assets



**\$521 million**

Lawrence + Memorial Hospital

**\$103 million**

Westerly Hospital

## Patient Volume

Inpatient Visits



**12,609**

Lawrence + Memorial Hospital

**3,175**

Westerly Hospital

## Across the Delivery Network

**3,049**

Employees

**1,016**

Individual Medical Staff



Outpatient Encounters

**284,718**

Lawrence + Memorial Hospital

**101,291**

Westerly Hospital

# COVID-19: an unparalleled response

We should never underestimate the valiant work of our predecessors who cared for patients over the past century, yet the heroic efforts of staff at Lawrence + Memorial and Westerly hospitals and the Visiting Nurse Association of Southeastern Connecticut in dealing with the novel coronavirus in 2020 surely stands as one of the most intensely coordinated, sustained and tenacious responses to a crisis in our proud histories.

As the coronavirus spread across the world, Yale New Haven Health and our delivery network mobilized like never before to fight an invisible enemy. Today, the banners on our hospital walls proclaiming, “Heroes work here” should not be taken lightly; they speak volumes.

Nurses, doctors and associates in every supporting role rose to their specific challenges. We donned masks and personal protective equipment and we fought our own personal fears and anxieties to continue to meet the needs of our patients. When our communities needed us more than ever, we helped more than ever.

As cases of COVID-19 surged during the spring of 2020, we were there, every step of the way. As businesses closed and many stayed home from work, our caregivers and support staff were on the front lines. Indeed, many Lawrence + Memorial and Westerly hospital nurses willingly volunteered to help care for patients in Greenwich and Bridgeport, side by side with their system colleagues to save lives during the peak of the surge.

At each of our hospitals, we established specimen collection sites to ensure our neighbors and friends could be tested for the virus in a timely manner, and many of our colleagues with the Visiting Nurse Association of Southeastern Connecticut left school nursing positions (as schools closed) only to don PPE and help with those specimen collections.



We cohorted patients on specific units, and the community marveled daily at the bravery of our frontline staff, including our Emergency and Intensive Care teams, treating patients and remaining compassionate despite immense pressures and challenges.

The logistics were massive, and daily briefings of the hospital Incident Command Center demonstrated a level of teamwork and cooperation across disciplines that proved not only effective, but nimble, with departments flexing and changing and adapting from day to day as we learned more about the virus.

As a health system, we endured heavy financial losses after canceling elective services and incurring huge expenses for PPE and other supplies, but we did what was needed to ensure safety throughout our facilities.

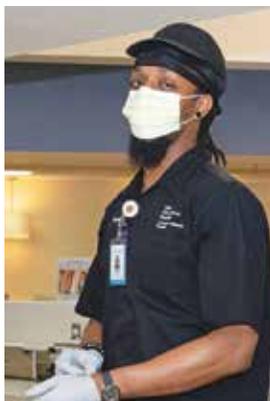
At the time of this publication, the virus remains with us yet we continue to persevere. We continue to stay strong and find new ways to rejuvenate our spirits and our mental health. We continue to strive for excellence.

Throughout the pandemic of 2020 and our battle with COVID-19, healthcare workers and first responders everywhere have had to look deep into their souls to find what it takes to put their lives on the line in the service of others. With that kind of weight on each of us, it is worth noting that the thank-you cards, food donations and virtual hugs that poured in at Lawrence + Memorial and Westerly hospitals symbolized the community's deep sense of gratitude.

It is difficult to convey the depth of appreciation owed to our associates for all they have done and continue to do to fight COVID-19. Perhaps, however, some of the smallest tokens of appreciation – those painted rocks left by families and children in the gardens outside both our hospitals – best articulate in hand-painted scrawl the poignant truth of this difficult time.

“Thank you!” reads one rock, and “We’re doing the best we can” reads another, and so it goes: Together, we can do this... Awesome... Persevere... Amazing... Love... Stay strong... Rise up...

You rock!



# Highlights of the year

## Investing in our future

From facilities to clinical services, almost every corner of our hospitals benefited from investments in new technology, enhanced clinical services and refreshed patient areas in 2020. When we optimistically began this new year and decade, no one knew a global pandemic would change everything. Planning for the future is an integral part of our mission. We must ensure we have the facilities and resources to serve our communities. We must keep up with advances in medicine and technology to continue offering high-quality health care.

**To support Lawrence + Memorial Hospital for future growth and technology upgrades in coming years, a multi-phase, multi-year \$81 million project was launched in 2020**

that includes a major power upgrade to the electrical lines serving the hospital that provide power back-up as well as the installation of a 40,000-gallon tank to provide back-up fuel sources for generators and boilers designed to improve safety.

When completed, the full renovation of the Emergency Department will provide more comfort, privacy and clinical flexibility for patients and caregivers. Upon completion, the ED will include all private exam rooms, new patient waiting and triage areas and enhanced clinical stations that will facilitate staff workflow.



A new fuel tank arrived at Lawrence + Memorial Hospital as part of the Emergency Department renovation.



A \$4 million pharmacy at Westerly Hospital opened with state-of-the-art equipment.

**In the midst of the pandemic, Westerly Hospital unveiled a \$4 million pharmacy in a new location, boasting state-of-the-art technologies.** The pharmacy houses a computerized carousel that dispenses medications by bar code and automatically reorders supplies, a negative-pressure hood for safe preparation of chemotherapy medications and a “non-hazardous clean room” to ensure sterility during preparation of IV medications. The investment demonstrates the continuing commitment of Yale New Haven Health to invest in the community and enhance patient care.

**Telemedicine, both inpatient and outpatient, exploded with exponential growth as the first wave of the coronavirus pandemic hit our region in the spring.** As the pandemic hit our communities, Lawrence + Memorial Hospital and Westerly Hospital rapidly responded, working with health system support to deploy hardware and software solutions to connect and protect patients, their families, physicians and care teams.

Telehealth carts on inpatient units allowed patients to stay connected with their families despite visitor restrictions, and, in some cases, allowed them to connect at the end of life. Westerly Hospital currently uses more than 33 telehealth carts on inpatient units and Lawrence + Memorial Hospital has more than 88 similar carts.

Telehealth carts also played a major role in limiting staff exposure to the coronavirus by reducing the number of times caregivers must enter a patient’s room, allowing physicians and caregivers to communicate with patients in a safe and secure way.

In the outpatient setting, Yale New Haven Health System’s Epic-based telehealth platform has enabled care to continue for patients from the safety and comfort of their homes. This year, Lawrence + Memorial Hospital received \$384,000 through the CARES Act grant to continue to expand telehealth opportunities.

# Highlights of the year

## Clinical innovation

We remain focused on continually improving and growing our specialty service lines including Cardiac Services, Oncology, Surgical Services and Orthopedics. We will continue promoting these high-quality healthcare services.

**Westerly Hospital became the latest hospital in the Yale New Haven Health System to be home to a Smilow Cancer Hospital Care Center, living up to the system's commitment to bring care closer to home for patients in southern Rhode Island.**

The Smilow Cancer Hospital Care Center treats patients in a beautiful new unit with private infusion bays, backed with the full resources of Smilow Cancer Hospital, including genetic counseling, second opinions, tumor board reviews and much more. Patients are also now eligible for participation in clinical trials, pushing the standard of cancer care to new levels of excellence.

**Addressing a need in the community for enhanced specialty psychiatric services, Westerly Hospital opened a behavioral health unit that offers an interactive approach to patient care.**

The service enables patients to take part in group activities, including working with nurses and doctors who pride themselves on a team approach. The beautifully renovated unit also has ligature-free photography on the walls featuring local scenes, helping patients feel at home and, quite possibly, providing a therapeutic benefit as patients recall happy times, enhancing their mood, stirring memories and advancing clinical progress.

**A new ultrasound suite on the first floor of Lawrence + Memorial Hospital opened in the fall of 2019, offering a space that enhances the experience for patients, families and staff. Along with general ultrasound, the suite is home to two long-time partnerships: Yale Maternal-Fetal Medicine, which has been at Lawrence + Memorial Hospital for 25 years, and Yale Pediatric Cardiology, which has been serving patients at Lawrence + Memorial Hospital for more than 30 years.**

Enhancements in the new space include larger exam rooms and digital monitors for expectant families to view their ultrasound. The screens also come in handy with pediatric patients who can watch cartoons or sports to make them feel more relaxed.

**Lawrence + Memorial Hospital opened a Progressive Care Unit (PCU) as an adjunct to its Respiratory unit, filling a clinical niche in care for patients too sick for a regular medical/surgical floor yet not quite sick enough to justify placement in an intensive care unit.**

Six new dedicated beds with specially trained nurses give Lawrence + Memorial Hospital the ability to better care for patients while also keeping ICU beds open for patients in need of the highest level of care and supervision. Keeping ICU beds available for those who need them most is beneficial to families. Before the PCU a shortage of ICU beds sometimes required the transfer of very sick patients to Yale New Haven Hospital; now, they can stay closer to their loved ones.

**Pequot Health Center introduced a new program that gives patients with Parkinson's disease significant benefits. With the availability of LSVT Big and LSVT Loud therapies, patients now have access to the best treatments at the earliest stages of their disease. These therapies involve exaggerated motions and loud vocalization to help patients maintain motor skills as well as verbal skills. Big and Loud programs are also available at Westerly Hospital.**



Prior to the pandemic, therapists at Pequot Health Center introduced a program that provides hope for patients with Parkinson's disease.

**As the global pandemic took hold in the spring of 2020, our hospitals responded rapidly, including standing up specimen collection stations at both hospitals.** Over the course of the year, more than 25,000 tests were performed at Lawrence + Memorial Hospital and more than 6,000 at Westerly. The collection sites were staffed by hospital Laboratory staff as well as school nurses from the Visiting Nurse Association of Southeastern Connecticut who were left unemployed when area schools closed due to the pandemic.

In Westerly, the Laboratory team also responded to the need for fast, accurate testing for the coronavirus with the addition of a new Panther testing system. The new system helped the community by quickly identifying people who were positive for the virus, which enabled them to seek medical attention or to quarantine to protect others.

**Westerly Hospital's response to a tragic multiple shooting in the community in late 2019 demonstrated the ability of staff to handle a crisis.** From the initial preparedness of the Emergency Department to the clinical expertise of physicians, surgeons, nurses and technologists, and on through to the unwavering back-up support of all ancillary and support services, the team worked together to save the life of a severely injured patient. The response also demonstrated coordination across the Yale New Haven Health System as Lawrence + Memorial Hospital staff helped with supplies. The patient was later transported by SkyHealth helicopter to Yale New Haven Hospital for additional life-saving care.



In the fall of 2019, Lawrence + Memorial opened a neurodiagnostic suite to better serve patients.

## Patient experience

Lawrence + Memorial and Westerly hospitals support patient- and family-centered care, with partnerships among patients, families and providers. This care is based on dignity and respect, information sharing, participation and collaboration. We welcome families as equal members of the care team.

**For the first time, Lawrence + Memorial Hospital earned a Press Ganey award for achieving and sustaining excellence in patient experience.** The Guardian of Excellence Award® recognizes the achievements of the Acute Inpatient Rehabilitation Unit in achieving the 95th percentile or above for performance in Patient Experience. The award honors organizations who consistently sustained performance in the top five percent of all Press Ganey clients for each reporting period during the course of one year. The inpatient rehab team embraces an interdisciplinary approach that involves physicians, nurses, physical therapists, occupational therapists, recreational therapists, speech-language pathologists, dieticians, social workers and patient care assistants working together for the good of each patient.



L+M's Acute Inpatient Rehabilitation Unit was named a 2020 Guardian of Excellence Award® winner by Press Ganey for achieving and sustaining excellence in patient experience.

# Highlights of the year

## Awards and recognition

### Lawrence + Memorial Hospital

#### **Inpatient Rehabilitation Unit Receives 2020 Guardian of Excellence Award® winner by Press Ganey Associates, LLC**

Lawrence + Memorial Hospital's Acute Inpatient Rehabilitation Unit was named the 2020 Guardian of Excellence Award® winner by Press Ganey Associates, LLC for achieving and sustaining excellence in patient experience. The Guardian of Excellence Award recognizes top-performing health care organizations that have achieved the 95th percentile or above for performance in Patient Experience. This is the first time a hospital unit has received the prestigious honor.

#### **American Heart Association/American Stroke Association Get With The Guidelines® – Stroke Gold Plus Quality Achievement Award**

Lawrence + Memorial Hospital was recognized by the American Heart Association/American Stroke Association for high quality care of patients experiencing strokes. L+M earned the Get With The Guidelines® – Stroke Gold Plus Quality Achievement Award.

#### **Platinum Level Recognition, Workplace Partnership for Life Hospital Organ Donation Campaign**

Lawrence + Memorial Hospital earned platinum-level recognition for participation in the Workplace Partnership for Life Hospital Organ Donation Campaign, which aims to increase organ, eye and tissue donor registrations.

### Westerly Hospital

#### **American Heart Association/American Stroke Association's Get With The Guidelines® – Stroke Silver Quality Achievement Award**

Westerly Hospital was recognized by the American Heart Association/American Stroke Association for its high quality care of patients experiencing strokes. For the first time, Westerly Hospital earned the Get With The Guidelines® – Stroke Silver Quality Achievement Award.

#### **Platinum Level Recognition, Workplace Partnership for Life Hospital Organ Donation**

Westerly Hospital earned platinum-level recognition for participation in the Workplace Partnership for Life Hospital Organ Donation Campaign, which aims to increase organ, eye and tissue donor registrations.

## Patient safety and quality

Lawrence + Memorial Hospital and Westerly Hospital are recognized for advanced clinical care. We are committed to keeping our patients safe and comfortable when they come to us for care – in our hospitals, at our ambulatory facilities and in our physician offices. We have always been proud of our commitment to patient safety and quality and in 2020 numerous initiatives helped us achieve that.

**Patient Safety is a hallmark of the care we provide our patients, and both Lawrence + Memorial and Westerly hospitals achieved significant milestones in reducing hospital-acquired infections.** This past year, the Intensive Care and Medical/Surgery units at Westerly Hospital and the Neurology and Orthopedic units at Lawrence + Memorial Hospital succeeded in going more than a full year without a single catheter-associated urinary tract infection (CAUTI).

**Helping our patients heal – and providing the most conducive environment for that to happen – was an area of major focus this year and resulted in the roll-out of two initiatives.**

One is the HUSH (Help Us Support Healing) program which bundles care procedures to help make our units quieter and help patients get better sleep at night. The second is an improved program to reduce the loss of patient belongings (such as eyeglasses and jewelry) using new checklists and better communication during patient transports to help ensure valuables are not misplaced or lost.

**Lawrence + Memorial and Westerly hospitals were the first in the healthcare system to launch Secure Chat to enhance patient privacy and the patient experience in our ongoing efforts to promote healing in a quiet environment.** This iPhone-based platform allows clinicians to send secure instant messages within the Epic electronic medical record, providing the ability to communicate patient information with colleagues across the organization. Secure Chat also allows messages to be attached to a patient record, and general messages can be exchanged between users.



A nurse intern program at Lawrence + Memorial Hospital helped prepare the next generation of caregivers.

## Culture of excellence

Our associates exemplify our core values by providing patient-centered care, treating our patients and each other with respect and compassion, and performing their jobs with integrity. Their dedication and commitment is a testament to our culture of excellence. Despite the impact of the pandemic, we continued to honor many associates for their dedication and commitment to our common purpose.

**Lawrence + Memorial and Westerly hospitals issued awards to associates throughout the year.** More than a dozen nurses were named Nightingale Award winners in 2020, a prestigious honor that recognizes professionalism and compassion over years of service. Many others were singled out as DAISY Award winners, recognizing outstanding care to patients and families, with each nurse typically nominated by patients and families.

Associate of the Month awards were presented even during the pandemic, and winners came from various departments including Environmental Services, Health Information Management and Registration. In each case, associates were praised for giving their best each day, and often cited for doing the little things to help out colleagues, such as a kind word or deed that helped someone get through a tough day.

Sunflower Awards were presented to Certified Nursing Assistants at Westerly Hospital and Patient Experience Award for Excellence and Caring (PEACE) honors were presented at both hospitals to associates who stepped up and went “above and beyond” to serve patients and their peers.

**Lawrence + Memorial Hospital introduced a 10-week nurse intern program with eight nurses mentored by staff nurses on units across the hospital.** The program helps nurse interns gain practical experience – a challenge in 2020 as traditional clinical rotations were shut down or became virtual experiences. The program also lays the ground work for the future by building relationships for workforce development.

# Highlights of the year

## Building healthy communities

Our hospitals take to heart the promotion of health and well-being in the communities we serve, and in the past year, despite COVID-19, we continued our mission of helping people connect with the programs, services and opportunities that help foster healthier living.

**The Visiting Nurse Association of Southeastern Connecticut home health care, school health and community services divisions cared for thousands of people throughout the region during the pandemic.** With a staff of more than 240, including about 100 registered nurses, school nurses, home health aides, and physical, occupational and speech therapists, the VNASC continued to visit patients in their homes. Staff donned their PPE before entering homes and doffed on departure, sometimes from the confines of their car, sometimes on the doorstep. The closing of schools required the redeployment of school nurses with 17 coming to assist at COVID-19 testing sites.

**From car seat programs, asthma education in schools and connecting families with the resources they need to help their children, our Community Partnerships continued providing services,** even if it meant connecting with people via Zoom, Skype, FaceTime and other technologies.



Lawrence + Memorial Hospital continued its community outreach by helping feed families during the pandemic.

**Community testing for COVID-19 was also part of the hospital's mission** and, working with Yale New Haven Health, a mobile testing vehicle made stops throughout the greater New London area to provide free testing in high-risk neighborhoods.

**The pandemic and the rise of the Zoom meeting or video conference changed life (and its necessary meetings) dramatically during the past year,** yet our hospitals' pandemic response also gave legs to the Spring Stride at Lawrence + Memorial Hospital morphing into a virtual Summer Stride event, virtual Heart Walks held in eastern Connecticut and in the Westerly, Rhode Island area, a Smilow Closer to Free bicycling event that drew hundreds of participants who stayed safe and raised money for good causes. In addition, a virtual Relay for Life fundraiser in Westerly raised money for the American Cancer Society.

**Lawrence + Memorial Hospital came to the aid of the city of New London with a donation to procure a parcel of land to create a small park.** The hospital donation is part of a coordinated effort by the city and the Freedom Trail Neighborhood Association to transform the site into green space which supports the hospital's work in improving the health and wellness of the community it serves.

**Dozens of hospital employees received training to help prevent suicides.** Using the Question, Persuade and Refer (QPR) method, the training provides the knowledge to step in and help prevent the loss of life through positive intervention.



The community showered employees with thank you cards.

## Generosity and benevolence

Lawrence + Memorial and Westerly hospitals have always valued the generosity of the communities they serve to meet the health care needs of patients and their families. In 2020, our generous donors kept spirits alive throughout the pandemic by supporting our hospitals in myriad new and unique ways.

While traditional events and celebrations were paused for much of the year, support for the COVID-19 relief fund continued to pour in, including an anonymous gift of \$200,000. This gift, and so many others including \$25,000 grants from Dominion Energy and Chelsea Groton Foundation, ensured a steady supply of Personal Protective Equipment was always on hand and vital resources provided to our frontline heroes.

Over \$2.1 million was raised across the delivery network.

**At Westerly Hospital, 834 loyal and first time donors came together to support us in many ways:**

- COVID-19 Relief Fund, including an expanded Cepheid testing capacity
- “Mac-Lab” system in the Cardiac Cath/Vascular suite
- \$7,000 for artwork in the Geriatric Behavioral Health Center, a gift from The Westerly Hospital Auxiliary
- Wellness promotion, cancer care and other capital and program priorities



During the pandemic, the L+M Development Office accepted a generous donation from Dominion Energy.

**At Lawrence + Memorial Hospital, we received gifts from 1,342 generous donors in support of:**

- COVID-19 Relief Fund
- Emergency Department renovation
- Melanoma research, care and prevention
- General hospital needs

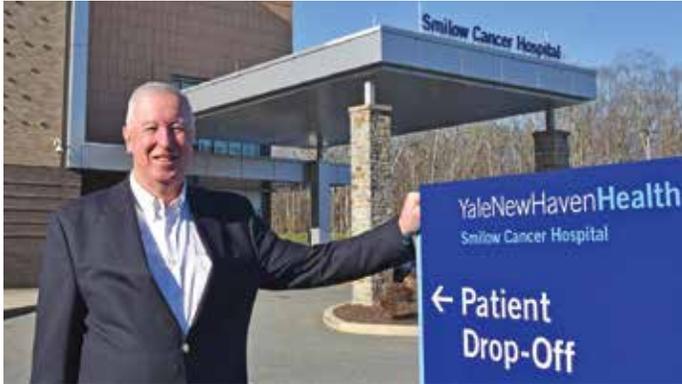
This past year, the Auxiliary of Lawrence + Memorial and the Westerly Hospital Auxiliary provided steadfast support to the hospitals during one of the most challenging years in their histories.

At Lawrence + Memorial Hospital, a dedicated group of Auxiliary volunteers coordinated gifts to help the hospital purchase much needed PPE, masks, clothing for patients and a steady variety of food and beverages from local businesses for hospital staff. In addition to coordinating contributions from the community for the hospital’s front line workers, the Auxiliary also provided financial support to clinical services including the Cardiac Rehabilitation program, the Pink Ribbon Fund to assist women in obtaining critical diagnostic services, Inpatient Rehabilitation, the Patient Relations Closet and other areas to enhance the patient experience.

Similarly, the Westerly Hospital Auxiliary provided generous support to the new Smilow Cancer Hospital Care Center and Geriatric Behavioral Health unit at Westerly, which both opened in the fall of 2019.

Our hospitals are deeply grateful to our communities for their care and tremendous support. We are truly all in this together.

# A community's compassionate commitment



Dan Brannegan, chair, Lawrence + Memorial Hospital's Development Committee.

Dan Brannegan stood outside the Smilow Cancer Hospital Care Center in Waterford one shining winter morning and reminisced.

"I remember standing right here many years ago and they had just cleared the first 50 trees," he said. "It was the first time I had seen the site. It was hard to envision what it was going to look like, but it wasn't hard to imagine what it was going to do for people."

For the next 10 years, Brannegan would serve as chair of Lawrence + Memorial Hospital's Centennial Capital Campaign. Its goal: raise \$33 million to pay for the construction of the state-of-the-art, patient- and staff-focused cancer center rising out of the woods off Interstate 95.

Turns out, the hospital picked the right man.

Born at Westerly Hospital and raised in Pawcatuck, Brannegan and his wife, Jane, had deep roots, with ingrained beliefs about the value of neighbors helping neighbors. Dan's 35-year-career with Pfizer only enhanced his community activism as he and fellow executives supported local organizations through the United Way.

Brannegan today serves as chair of Lawrence + Memorial Hospital's Development Committee, yet he'll most likely be remembered best for overseeing one of the region's most successful capital campaigns – a job that to this day proves instructive to anyone who wonders about the "why" of philanthropy.

"The patients who come here – these people are our friends and neighbors, and they are being cured! That should be very satisfying to everyone who helped make this happen."

"Throughout the campaign, people would often say, 'How can you ask people for money?' Well, I never thought of it that way," Brannegan said. "I knew in my heart that people in our area, when given the opportunity, will support the things they know to be right, even if they themselves are not directly affected. That's very powerful."

Indeed, the people of southeastern Connecticut stepped up. The Centennial Capital Campaign met its goal, and today, in affiliation with Smilow Cancer Hospital and Yale New Haven Health, the facility in Waterford not only provides world-class cancer care, it stands as a symbol to the altruism of area donors, big and small, who knew what mattered.

"This community gave our oncology professionals a facility that allows them to be even better at what they do," Brannegan said. "The patients who come here – these people are our friends and neighbors, and they are being cured! That should be very satisfying to everyone who helped make this happen."

Brannegan knows the hospital will be asking more of its donors in the future, as Lawrence + Memorial Hospital expands its Emergency Department and continues to ensure that the hospital provides world class care. Standing and looking at the cancer center in Waterford on that sunny morning, he had reason for optimism.

"The campaign was hard, productive and fruitful, and I expected that," Brannegan said. "What I didn't expect, though, was that I would work with so many people who would become friends. The Development Office at Lawrence + Memorial Hospital, members of our Board, and the people I've met throughout this community – they're amazing! And look at this building! Thanks to the generosity of our community, the whole thing turned out better than any of us could have imagined. It's incredible what we can do when we work together."

## Lawrence + Memorial Hospital Honor Roll of Donors

### Guardian's Circle \$10,000+

Estate of Norma E. Anderson  
 A/Z Corporation  
 Anonymous  
 Auxiliary of Lawrence + Memorial Hospital, Inc.  
 Neal and Jane Lassen Bobruff  
 Community Foundation of Eastern Connecticut  
 Connecticut Cancer Foundation  
 Cross Sound Ferry Services, Inc.  
 Mark J. Densmore and Cheryl C. Christopher  
 Dominion Energy  
 Foxwoods Resort Casino  
 Gardiner Family Foundation  
 Mabel Glidden-Smith Trust  
 The LAMBS (Lawrence + Memorial Benefactors Society)  
 Lori Lindfors and Bart Sayet, Esq.  
 Linda Mariani, Esq. and David Neusner, Esq.  
 Mitchell Trust, LLC  
 Pfizer, Inc.  
 Sails Up 4 Cancer, Inc.  
 Carole Marks Scott and J Irving B. Scott  
 Carol M. Seeman  
 Tanger Outlet Centers  
 Estate of William S. Thomas  
 Mary and Rocco Timpano  
 Winifred G. Whiton Trust  
 Yale New Haven Health System  
 Yankee Remodeler of New London, Inc.

### Founder's Circle \$5,000+

Analytical Technologies Group, LLC  
 The Anderson-Paffard Foundation, Inc.  
 Sharon and L. J. Arnold  
 AT&T  
 Chelsea Groton Bank  
 DanaherLagnese, PC  
 Donna L. and Richard B. Gada, Sr.  
 Gildersleeve/White Fund  
 LaNece and Patrick L. Green  
 The Frederic C. Hamilton Family Foundation  
 Mary and John L. LaMattina, PhD  
 Kathleen A. Lockhart  
 Nancy O. Moreland  
 Nixon Peabody, LLP  
 Kathryn M. and J. Geddes Parsons  
 Prime Buchholz, LLC

Pietrina L. Luciani-Saxton and Craig Saxton, MD  
 Barbra and Seth Van Essendelft  
 Sherrie and David Weiss  
 Nancy and Stanley Wells

### Chairman's Circle \$2,500+

Anonymous  
 Apple Rehab  
 Bard, Rao + Athanas Consulting Engineers, LLC  
 Beechwood Post Acute & Transitional Care/Long Term Care  
 Deborah and Todd Blue, MD  
 Jane M. and Daniel P. Brannegan  
 Brown and Knapp, LLC  
 Judith M. Caracausa  
 Carlin Construction Company, LLC  
 Charter Oak Federal Credit Union  
 Coca-Cola Bottling Co. of Northern NE, Inc.  
 Connecticut Hospital Association  
 Kim E. Curtin  
 Eileen and Neil Danaher  
 Dime Bank  
 Electric Boat Corporation  
 Joyce and Frank Fitzgerald  
 Barbara and Marc Ginsberg  
 Estate of Judith A. Kaan  
 Lawrence + Memorial Credit Union  
 Mary L. Lenzini and Sam Thomas  
 Lenore Levin and Family  
 Liberty Bank  
 Mariani Reck Lane, LLC  
 Mashantucket Pequot Tribal Nation  
 Miranda Creative, Inc.  
 Roberta G. and Craig B. Mittleman, MD  
 Lisa Anne Cerbone Montalto  
 Morrison Healthcare  
 Olde Mistick Village  
 READCO Property Management, LLC  
 SAVA Insurance Group, Inc.  
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## A gift for the future

In a year of the unpredicted, Westerly Hospital was the unexpected beneficiary of a generous donation in 2020 from a couple from Massachusetts that will be used toward strategic priorities and for the direct benefit of patients at the hospital for years to come.

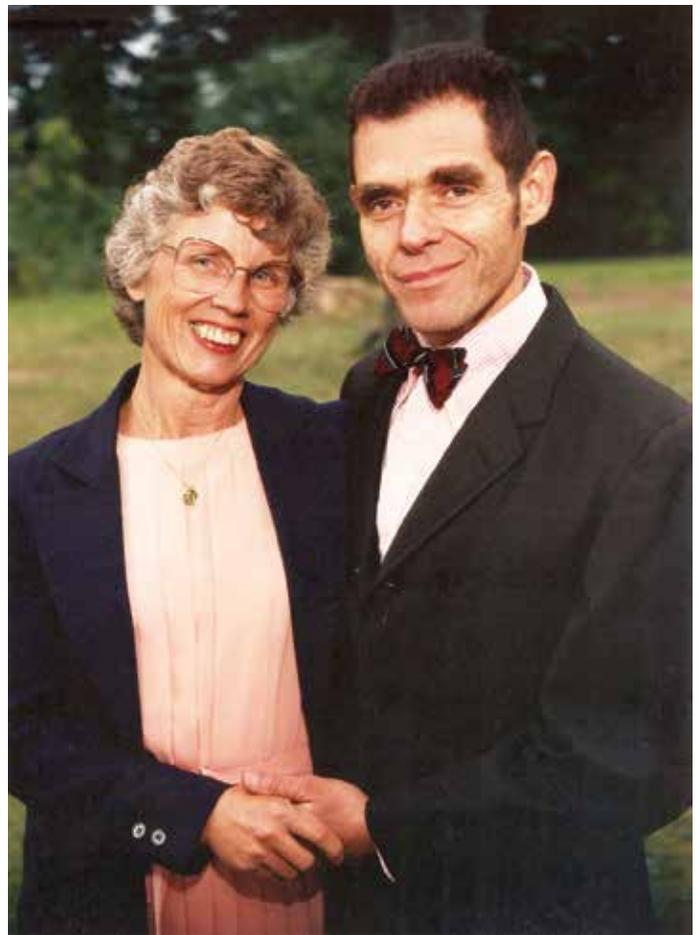
David and Jessie Wallace did not live in Westerly, and neither was ever a patient at the hospital. Their connection to the hospital was through close and extended family in the area who benefited from care provided at Westerly Hospital. Over the years, the Wallaces were inquisitive about the hospital, wanting to know of the challenges, successes and plans for the future.

Despite their lack of a direct connection with Westerly Hospital, their professional lives were closely aligned with health care. For many years, Jessie was an executive secretary and medical office manager at Boston Children's Hospital. David, after graduating from Harvard University, earned a PhD in Molecular Biology from the Massachusetts Institute of Technology. His career was almost entirely in the laboratory helping to develop food technologies for NASA and, beginning in 1974, taking part in groundbreaking genomic research.

In their personal lives, Jessie was an accomplished vegetable gardener and knitter, and enjoyed travelling, bowling, walking and running. David was an avid cyclist and runner and loved to tinker. They were both active as volunteers in their community. Jessie died in 2016 and David three years later. They were married for 56 years.

Without ever stepping foot inside Westerly Hospital, the Wallaces leave a lasting imprint as their legacy is carefully and thoughtfully dispersed to extend the visible progress and achievements in a year that began and concluded with great promise.

Captivated by Westerly Hospital from afar, David and Jessie Wallace provided for the hospital's strategic priorities. Thanks to their generous gift and legacy, patients will benefit for years to come.



Jessie and David Wallace

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