

# Gaylord Hospital



## General Information

### Contact Information

<b>Nonprofit</b>	Gaylord Hospital
<b>Address</b>	50 Gaylord Farm Road PO Box 400 Wallingford, CT 06492
<b>Phone</b>	(203) 284-2800
<b>Web Site</b>	<b>Web Site</b>
<b>Facebook</b>	<b>Facebook</b>
<b>Twitter</b>	<b>Twitter</b>
<b>Email</b>	GaylordDevelopment@gaylord.org

### At A Glance

<b>Year of Incorporation</b>	1902
<b>Organization's type of tax exempt status</b>	Public Supported Charity
<b>Organization received a competitive grant from the community foundation in the past five years</b>	Yes

# Mission & Areas Served

## Statements

### **Mission**

Our mission is to preserve and enhance a person's health and function.

Gaylord is the place you or your loved one goes to when you want extraordinary care for your complex chronic medical issue or rehabilitation needs. What do you do after your car accident, stroke or brain injury, or you have chronic respiratory problems, and your acute care hospital has stabilized you, but you need more care? You go to Gaylord Hospital in Wallingford. For more than a century Gaylord has been a premier provider of medical care, giving to those in the community who need the excellence in healthcare which they want and deserve. Our patients count on us to deliver the best, most effective clinical services to get them home as soon as possible with as much independence as possible. How do we know this? Over 95% of our patients would recommend Gaylord to others. How do we do this? We focus on our patients to give them care beyond the ordinary. As donor Bob Fechter says of the treatment his wife received after her paralyzing stroke: "Thanks to Gaylord, we had five more happy years together." We also hire exceptional people. We are one of only 14 Model Spinal Cord Centers in the nation. Our staff goes beyond ordinary lengths to provide the best solutions for our patients – and for their families. When the daughter of a patient on a ventilator wanted to get married, what did we do? We held the wedding at Gaylord. We coordinate your care with doctors, nurses, therapists, psychologists and social workers so that you can recover as well as you can, as soon as you can.

## Background

Gaylord Hospital was founded in 1902 as a tuberculosis sanatorium and provided long-term treatment during the 50 years when the disease was epidemic. Gaylord's expertise became recognized nationwide. In the 1950s, with the discovery of medications that successfully curbed TB's progress, Gaylord turned its expertise to other forms of rehabilitation beginning with chronic pulmonary disorders, then stroke, brain injury and spinal cord injury. Through strategic planning and growth Gaylord has established itself as the premier specialty hospital in the state and region. Gaylord Specialty Hospital is well known among health care professionals throughout southern New England and metropolitan New York.

### Gaylord Milestones

- 1904 First six patients are admitted
- 1912 American playwright Eugene O'Neill is treated for tuberculosis at Gaylord
- 1948 Gaylord Farm Sanatorium became Gaylord Hospital to address the health care issues of people with chronic illnesses
- 1954 Gaylord became New England's first hospital specializing in comprehensive rehabilitation
- 1989 Dedication of The Louis D. Traurig House, a transitional living facility for people with brain injuries
- 1991 Dedication of the 60,000 square foot Jackson Pavilion for ambulatory care
- 1993 Gaylord and Yale University School of Medicine establish a professional affiliation
- 1995 Gaylord joins National Handicapped Sports Association, now know as Disabled Sports USA
- 2006 Gaylord Physical Therapy Orthopedics and Sports Medicine North Haven location opens
- 2007 Gaylord breaks ground in June for new 36-bed patient pavilion, which opens in December 2008 as Milne Pavilion.
- 2008 Gaylord partners with Boston Medical Center to become designated by the U.S. National Institute on Disability and Rehabilitation Research as a Model System of Care for spinal cord injury. This highly competitive designation is renewed in 2011 with BU/HSC/Gaylord and 2016 it is renewed with Spaulding/Harvard/Gaylord.
- 2011 Gaylord is chosen by the Christopher & Dana Reeve Foundation to establish a Community Fitness & Wellness Facility.
- 2011 The independent Commission on Accreditation of Rehabilitation Facilities (CARF) surveyed Gaylord and gave a glowing review, including comments:  
"Excellent quality of rehab care"  
"Leadership demonstrates commitment & passion to patient care"
- 2011 The U.S. Paralympics Committee announces that Gaylord will become an official Paralympic Club.
- 2012 Gaylord acquires the ONLY Ekso Bionic Exoskeleton in CT
  
- 2013 Gaylord establishes the Center for Concussion Care
  
- 2014 Gaylord earns designation as Center of Excellence for Passy-Muir and Vapotherm
  
- 2016 Gaylord Physical Therapy Orthopedics and Sports Medicine opens a site in Cheshire
  
- 2017 Gaylord applies to become the only hospital in Connecticut, and potentially in the nation, to become CARF accredited in three specialty areas; Spinal Cord, Brain Injury and Stroke inpatient and outpatient services.

### Impact

- In November of 2017 Gaylord Hospital received word that our Commission on Accreditation of Rehabilitation Facilities (CARF) application and inspection has resulted in our hospital being the **only accredited hospital in New England, and most likely in all of the United States, for three sub-specialties**; Spinal Cord, Brain Injury and Stroke treatment and rehabilitation. This distinction puts us well on our desired strategic path to becoming a world-wide rehabilitation destination center.
- Gaylord Hospital is part of the Model System of Care for Spinal Cord Injury of which we are one of only 14 in the nation. Gaylord remains a regional leader for patients with a spinal cord injury (SCI). Patient satisfaction surveys show that **100% of our SCI patients would recommend Gaylord's SCI Program to those who need it.** It is led by Dr. David Rosenblum, who has been named one of Connecticut's Top Docs.
- Gaylord's combination of highly specialized medical care services creates an individualized patient experience based on clinical expertise, attention to the physical and psychological needs of the patient, and support for the family. We find the right balance between hope and possibility of recovery with realistic outcomes. **This is why 96% of our patients would recommend Gaylord to their friends and families.**

## Needs

### Five Most Pressing Needs

Hooker/Lyman Unit upgrades- Our 2 patient wings, Lyman and Hooker, which have not been updated since the 1970s need to be renovated.

Guest Cottages – We hope to build several cottages on our hospital campus for families of patients who wish to be near their loved ones during their hospital stay.

Interdenominational Chapel – There are improvements planned for a better chapel space that will continue to accommodate patients of all faiths. The new improved chapel will allow for better privacy of those worshipping.

Infection Control Machine – the hospital seeks to purchase the best, state of the art infection control system.

Technology upgrades- Our IT department needs help improving technology systems that will support patient and staff needs.

### CEO Statement

As a newcomer to the Gaylord family, I have the privilege of seeing *care beyond the ordinary* in action every day. More than just our motto, it's a pledge that our top-notch team of specialists take to heart to ensure that each patient receives the highly skilled, individualized care they deserve.

Gaylord Specialty Healthcare is not your ordinary hospital. It is where you want to come to after you've had complex surgery, a serious medical condition or sustained multiple injuries and the acute care hospital says you're not sick enough to stay there but you're not well enough to go home. You need more time—under a doctor's watchful eye—to recover. What do you do?

That's where Gaylord comes in.

I do see Gaylord as extraordinary. Our patients—whether they come to us for their inpatient, outpatient or sleep medicine care—can count on us to deliver the best, most effective clinical services designed to promote their functionality. This feat, of course, wouldn't be possible without our talented staff. Our staff goes beyond ordinary lengths to provide the best solutions for our patients. Working together—doctors, nurses, therapists, patients and families—we *create* "care beyond the ordinary."

The support of our donors enables our hospital to sustain and continuously improve the gold standard of care for which we are renowned. With so much to offer, it's no wonder that *more than 95%* of patients would recommend Gaylord to their friends and families!

I'm proud to have joined an institution whose staff and donors are so personally vested in ensuring our patients' swift return to health and function. They make highly-regarded, personalized patient care not just possible, but a priority.

George M. Kyriacou

President and Chief Executive Office

### Board Chair Statement

## Service Categories

**Primary Organization Category**

Health Care / Speciality Hospitals

**Secondary Organization Category**

Health Care / Rehabilitative Care

## Areas Served

State wide  
Ansonia  
Bethany  
Branford  
Cheshire  
Derby  
East Haven  
Guilford  
Hamden  
Lower Naugatuck Valley  
Madison  
Milford  
New Haven  
North Branford  
North Haven  
Orange  
Oxford  
Seymour  
Shelton  
Shoreline  
Wallingford  
West Haven  
Woodbridge  
Other

All of Connecticut, and parts of New York and New England.

# Programs

## Programs

### Complex Medical Care

**Description**

Complex Medical Care is for patients with serious medical issues due to illness or injury and who require 24-hour medical and nursing supervision. The medical division is staffed by hospitalists. The program also suits those who have generalized poor endurance and strength because of extensive surgical procedures, cancer, wounds, infections or other major organ or system problems.

Our services include:

- Ventilator weaning
- Post-operative organ transplant care
- Moderate sedation
- Cardiac telemetry
- Bronchoscopy
- Wound care team
- Radiology
- Central lines/PICC lines
- Laboratory services
- Chest tubes
- Peritoneal dialysis and hemodialysis
- Phlebotomy
- Bariatric care
- Destination vent training
- IV medications
- Blood transfusions
- ACLS certified nursing care
- Registered dietitian and nutritional counseling
- Clinical pharmacy services
- 24/7/365 coverage by physicians, nurses and respiratory therapists
- Accredited by the Joint Commission
- Gaylord Hospital has full facilities for pulmonary function testing and exercise tolerance studies

**Budget**

\$0.00

**Category**

Health Care, General/Other / Inpatient/Hospital Care

**Population Served**

Adults / Adolescents Only (13-19 years) /

**Program is linked to organization's mission and strategy**

Yes

## Rehabilitation

<b>Description</b>	Rehabilitation is one of our hallmark services: <ul style="list-style-type: none"><li>• Brain Injury Program: Treats patients following brain injury following illness or accident. Our Early Recovery Program is for patients who are not yet able to tolerate an aggressive therapy schedule, but expected to progress.</li><li>• Neurological Rehabilitation: Is customized for disorders such as ALS, MD, MS, Guillain-Barré syndrome or post-polio syndrome with goals to maximize function.</li><li>• Orthopedics Program: Often following a major multiple trauma with resulting musculoskeletal deficits or amputation.</li><li>• Spinal Cord Injury Program: Specialty programs for adults and adolescents who have experienced an injury, as well as those with nerve diseases and tumors affecting spinal function.</li><li>• Stroke Program: Offers aggressive therapy and medical management for patients with functional deficits due to stroke. The Young Stroke Program is geared to those who will return to work or school.</li><li>• ONLY CARF accredited Stroke Specialty Program in CT</li><li>• One of only 14 Model Spinal Cord Injury Centers in the country</li></ul>
<b>Budget</b>	\$0.00
<b>Category</b>	Health Care, General/Other / Inpatient/Hospital Care
<b>Population Served</b>	Adults / Adolescents Only (13-19 years) /
<b>Program is linked to organization's mission and strategy</b>	Yes

## Traurig Transitional Living Center

<b>Description</b>	The Traurig Transitional Living Center is an eight-bed residential care home on our campus for patients with acquired brain injury. It is the only center of its kind in Connecticut and 98% of Traurig residents return to the community. While residing in the transitional living facility, the residents receive aggressive day treatment therapy programs.
<b>Budget</b>	\$0.00
<b>Category</b>	Health Care, General/Other / Rehabilitation Services
<b>Population Served</b>	Adults / Adolescents Only (13-19 years) /

# Leadership & Staff

## CEO/Executive Director

Mr. George Kyriacou

### Term Start

Nov 2011

### Email

gkyriacou@gaylord.org

### Experience

Mr. Kyriacou began serving as president and chief executive officer in November 2011. His experience in healthcare administration is extensive. Prior to joining Gaylord, Mr. Kyriacou was the president and chief executive officer of Hanover Health Care in Hanover, Pennsylvania. Previous to his role at Hanover he was instrumental in the development of the Hartford Healthcare System (HHCS) for over two decades, first as vice president of administration and professional services at Meriden-Wallingford Hospital (now MidState Medical Center which is owned by HHCS) in the late 1980s, then as vice president of system development at HHCS and executive vice president and chief operating officer at MidState Medical Center.

With over 30 years in the healthcare industry, he brings experience in strategic planning, business development, philanthropic fundraising, corporate financing, mergers and acquisitions, and physician recruitment and integration within acute care hospitals and ambulatory centers in the Northeast. Mr. Kyriacou received his bachelor's degree in urban studies from the University of Massachusetts, Amherst, where he also earned his master's degree in public health administration.

"As health care reform progresses," Kyriacou said, "Gaylord is well positioned to work with Connecticut's acute care hospitals to enhance clinical care and contribute to controlling the cost of providing high quality healthcare."

## Staff

<b>Number of Full Time Staff</b>	496
<b>Number of Part Time Staff</b>	415
<b>Number of Volunteers</b>	260
<b>Number of Contract Staff</b>	47
<b>Staff Retention Rate</b>	85%

## Staff Demographics - Ethnicity

<b>African American/Black</b>	88
<b>Asian American/Pacific Islander</b>	27
<b>Caucasian</b>	729
<b>Hispanic/Latino</b>	67
<b>Native American/American Indian</b>	0
<b>Other</b>	0 0

## Staff Demographics - Gender

<b>Male</b>	173
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<b>Female</b>	738
<b>Unspecified</b>	0

## Plans & Policies

<b>Organization has a Fundraising Plan?</b>	Yes
<b>Organization has a Strategic Plan?</b>	Yes
<b>Management Succession Plan?</b>	Yes
<b>Organization Policy and Procedures</b>	Yes
<b>Nondiscrimination Policy</b>	Yes
<b>Whistleblower Policy</b>	Yes

## Collaborations

### Collaboration

Gaylord Hospital partners with other agencies that service similar patient populations. We have co-sponsored conferences with the Multiple Sclerosis Society as well as a brain injury conference with the Brain Injury Association of Connecticut (BIAC). We have employees who sit on the Board of Directors for both BIAC and the National Spinal Cord Association of Connecticut. Dr. Alyse Sicklick, a member of the Gaylord medical staff, is part of a committee of the American Heart Association that is working on creating Best Practice Guidelines for the treatment of individuals who have had strokes, starting when the person arrives at the Emergency Department. Dr. David Rosenblum, also a member of our medical staff, spends one day a week at Yale New Haven Hospital collaborating with the doctors and staff to ease the transition of patients to Gaylord Hospital. Gaylord partners with St. Raphael's to manage the hospital's Inpatient Rehabilitation Unit. We have also worked with the Hospital for Special Care to present the Stop Trauma Program (now called "Think First") to local youth. Mark Powers, Physician Assistant, serves as Secretary on the Board of the Brain Injury Association of Connecticut. The Community Relations Committee at Gaylord coordinates fundraisers such as dress down day once a month for the Hospital's Casual for Causes program. The proceeds from these events are donated to charitable causes identified by the committee, such as the Alzheimer's Association, the Heart Association and the Cancer Society, to name a few.

## Awards

<b>Award/Recognition</b>	<b>Organization</b>	<b>Year</b>
Long-Term Acute Care Hospital (Adults, Adolescents, Children)	CARF Inpatient Rehabilitation Programs	2014
Long-Term Acute Care Hospital: Spinal Cord System of Care (Adults, Adolescents, Children)	CARF Inpatient Rehabilitation Programs	2014
Long-Term Acute Care Hospital: Stroke Specialty Program (Adults)	CARF Inpatient Rehabilitation Programs	2014
Interdisciplinary Outpatient Medical Rehabilitation Program: Spinal Cord System of Care (Adult, Adolescents, Children)s)	CARF Inpatient Rehabilitation Programs	2014

# Board & Governance

## Board Chair

Mr. Robert Lyons Jr.

### Company Affiliation

President & CEO, The Bilco Company

### Term

Dec 2016 to Dec 2018

## Board of Directors

<b>Name</b>	<b>Affiliation</b>
Mr. Michael Brooder CPA	Marcum, LLP
Mr. Gary L. Carter MBA, MS	Director of Investments, City of Hartford Pension Commission
Dr. Peter Deckers M.D.	University of Connecticut Health Center
Mr. Connor Dolan	Vice President at GSB Wealth Management
Mr. Todd Fonner	Chief Investment Officer at RenaissanceRE Holdings Ltd
Dr. Kim Hartmann PhD, OTR/L, FAOTA	Interim Dean, School of Health Sciences, Quinnipiac University
Mr. Michael Hoben	Retired CEO & Chairman, Benefit Capital Management Company
Dr. Stephen Holland M.D., MPA, FACEP, FAPWA	Vice President and Chief Medical Officer Gaylord Hospital
Mr. George Kyriacou	President and Chief Executive Officer Gaylord Hospital
Dr. Emily Littman Ph.D	Principal, Clinical Neuropsychology
Mr. Gus Marchetti	Principal at MBI Company Group, LLC
Mr. Robert McHugh	Chief Financial Officer at Infiltrator Systems, Inc.
Dr. George M Milne	Board Member at BioStorage Technologies, Inc.
Mr. Robert J. Mobeck CFA, CFP, CIC	Principal, Olson Mobeck & Associates, Inc.
Dr. Ryan O'Connell M.D.	Vice President, Performance and Risk Management at Bridgeport Hospital, Yale New Haven Health System
Mr. Frank Piantidosi	Senior Advisor, Pine Point Partners, LLC
Dr. Marie V. Roberto BSN, Dr.PH, MSN	Yale School of Public Health
Dr. Karen A. Scappaticci MBA, Ph.D	Retired Executive, Pfizer
Mr. William J. Simione Jr.	Managing Principal, Simione Consultants, LLC
Ms. Diana Wakerly	Director, PricewaterhouseCoopers LLP
Dr. Ethan Weiner M.D.	Retired Executive, Pfizer
Dr. Perry Wilson M.D.	Assistant Professor of Medicine at Yale University
Mr. F. Perry Wilson Jr.	Retired, Executive Director, Hospital of St. Raphael Foundation

## Board Demographics - Ethnicity

**African American/Black**

1

<b>Asian American/Pacific Islander</b>	1
<b>Caucasian</b>	18
<b>Hispanic/Latino</b>	1
<b>Native American/American Indian</b>	0
<b>Other</b>	30

### Board Demographics - Gender

<b>Male</b>	19
<b>Female</b>	5
<b>Unspecified</b>	0

### Governance

<b>Board Term Lengths</b>	3
<b>Board Term Limits</b>	3
<b>Board Meeting Attendance %</b>	72%
<b>Number of Full Board Meetings Annually</b>	6
<b>Written Board Selection Criteria</b>	Yes
<b>Written Conflict of Interest Policy</b>	Yes
<b>Percentage Making Monetary Contributions</b>	100%
<b>Percentage Making In-Kind Contributions</b>	0%
<b>Constituency Includes Client Representation</b>	Yes

### Standing Committees

- Executive
- Nominating
- Investment
- Human Resources / Personnel
- Development / Fund Development / Fund Raising / Grant Writing / Major Gifts
- Finance

### CEO Comments

# Financials

## Financials

**Fiscal Year Start**

Oct 01 2017

**Fiscal Year End**

Sept 30 2018

**Projected Revenue**

\$78,730,070.00

**Projected Expenses**

\$78,073,900.00

**Endowment Value**

\$14,000,000.00

**Spending Policy**

Income Only

**Percentage (if selected)**

0%

## Detailed Financials

**Prior Three Years Total Revenue and Expense Totals Chart**

Fiscal Year	2016	2015	2014
<b>Total Revenue</b>	\$74,107,712	\$74,977,037	\$78,762,822
<b>Total Expenses</b>	\$72,080,301	\$72,482,420	\$75,299,101

**Prior Three Years Revenue Sources Chart**

Fiscal Year	2016	2015	2014
<b>Foundation and Corporation Contributions</b>	\$1,346,909	\$1,190,558	\$985,043
<b>Government Contributions</b>	\$0	\$0	\$0
<b>Federal</b>	--	--	--
<b>State</b>	--	--	--
<b>Local</b>	--	--	--
<b>Unspecified</b>	--	--	--
<b>Individual Contributions</b>	--	--	--
<b>Indirect Public Support</b>	--	--	--
<b>Earned Revenue</b>	\$71,811,940	\$71,681,654	\$73,820,223
<b>Investment Income, Net of Losses</b>	\$550,543	\$1,362,756	\$3,004,810
<b>Membership Dues</b>	--	--	--
<b>Special Events</b>	--	--	--
<b>Revenue In-Kind</b>	--	--	--
<b>Other</b>	\$398,320	\$742,069	\$952,746

**Prior Three Years Expense Allocations Chart**

Fiscal Year	2016	2015	2014
Program Expense	\$59,086,062	\$59,074,626	\$61,175,157
Administration Expense	\$12,466,773	\$12,785,679	\$13,581,606
Fundraising Expense	\$527,467	\$622,115	\$542,338
Payments to Affiliates	--	--	--
Total Revenue/Total Expenses	1.03	1.03	1.05
Program Expense/Total Expenses	82%	82%	81%
Fundraising Expense/Contributed Revenue	39%	52%	55%

#### Prior Three Years Assets and Liabilities Chart

Fiscal Year	2016	2015	2014
Total Assets	\$90,438,303	\$87,772,654	\$90,122,226
Current Assets	\$23,144,882	\$20,391,086	\$18,103,485
Long-Term Liabilities	\$29,489,601	\$21,391,652	\$21,191,351
Current Liabilities	\$21,695,175	\$20,915,415	\$19,361,205
Total Net Assets	\$39,253,527	\$45,465,587	\$49,569,670

#### Prior Three Years Top Three Funding Sources

Fiscal Year	2016	2015	2014
Top Funding Source & Dollar Amount	The Community Foundation for Greater New Haven \$78,823	CT Health and Education Facilities Authority (CHEFA) \$75,000	CT Health and Education Facilities Authority (CHEFA) \$75,000
Second Highest Funding Source & Dollar Amount	ConnectiCare \$25,965	The Werth Family Foundaiton \$50,000	The Werth Family Foundaiton \$50,000
Third Highest Funding Source & Dollar Amount	--	ConnectiCare \$17,052	ConnectiCare \$25,965

## Solvency

### Short Term Solvency

Fiscal Year	2016	2015	2014
Current Ratio: Current Assets/Current Liabilities	1.07	0.97	0.94

### Long Term Solvency

Fiscal Year	2016	2015	2014
Long-Term Liabilities/Total Assets	33%	24%	24%

## Capital Campaign

### Currently in a Capital Campaign?

No

### Goal

\$0.00

### Capital Campaign Anticipated in Next 5 Years?

Yes

## Comments

### Foundation Staff Comments

This profile, including the financial summaries prepared and submitted by the organization based on its own independent and/or internal audit processes and regulatory submissions, has been read by the Foundation. Financial information is inputted by Foundation staff directly from the organization's IRS Form 990, audited financial statements or other financial documents approved by the nonprofit's board. The Foundation

has not audited the organization's financial statements or tax filings, and makes no representations or warranties thereon. The Community Foundation is continuing to receive information submitted by the organization and may periodically update the organization's profile to reflect the most current financial and other information available. The organization has completed the fields required by The Community Foundation and updated their profile in the last year. To see if the organization has received a competitive grant from The Community Foundation in the last five years, please go to the General Information Tab of the profile.



The Community Foundation  
*for* Greater New Haven

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203-777-2386

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