

Gaylord Hospital



General Information

Contact Information

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

At A Glance

Year of Incorporation	1902
Organization's type of tax exempt status	Public Supported Charity
Organization received a competitive grant from the community foundation in the past five years	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 Spinal Cord Model Injury Systems 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.

A Great Opportunity

Description

Gaylord is seeking donations to expand its Respiratory Therapy inpatient capacity by adding new ventilator and Vapotherm equipment and retiring older equipment as needed. Gaylord Hospital is the New England region's premiere rehabilitation facility for patients needing to be weaned off a ventilator. We have an 85% success rate that is as high as or higher than many of the nation's best hospitals. Gaylord is a Passy-Muir Speaking Valve Center of Excellence. We are recognized as a Passy-Muir Center of Excellence because we use Passy-Muir Valves as a standard of care for our tracheostomized and ventilator dependent patients. The valve allows patients on ventilators to speak with loved ones and medical personnel. This has decreased recovery time and enhanced the quality of life for our patients.

We also are recognized for our use of Vapotherm technology to provide a more comfortable breathing experience for patients learning to breath on their own. It provides moisture for the throat and lungs which in turn helps patients breath easier. Gaylord is the only Vapotherm Center of Excellence in the U.S. "The Vapotherm Center of Excellence (COE) Program recognizes those health care facilities that best use Vapotherm technology to improve patient care and outcomes while maximizing the effectiveness and efficiency of facility staff and resources. Vapotherm COE partners are committed to excellence in their own facilities, and to sharing their knowledge, best practices and experience to improve the standard of care for all patients."

Each ventilator and Vapotherm together cost approximately \$25,000. Our goal is to be able to purchase 4 sets of equipment; a total of \$100,000. The benefit to the patient is a dramatically improved quality of life because they could come to Gaylord to be weaned from the vent and it was made easier because of Vapotherm technology. The community benefits because there are less persons dependent on nursing home care. The person is more independent and able to be a part of their community activities and events. The cost to the patient, and the healthcare industry is expected to be less than someone that is living on a ventilator.

A Great Opportunity Ending Date

Dec 31 2018

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

Gaylord Hospital's Accomplishments

- 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. This is a three year accreditation.
- Gaylord is a member of the New England Regional Spinal Cord Center (NERSCIC) which is one of 14 Spinal Cord Injury Model Systems in the U.S. The Spinal Cord Injury Model Systems (SCIMS) program is overseen by the National Institute on Disability, Independent Living, and Rehabilitation Research (NIDILRR) and 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.

Our Goals

- To recomplete a Campus Renewal that includes refreshed and improved patient rooms, a nondenominational chapel and reflection space, to add patient care technology and new rehabilitation equipment, and increase support for program areas.
- Grow our inpatient and outpatient programs.
- To become a Destination Center for patients and their families who want the best possible outcomes.

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

It is my privilege to be working with a dedicated leadership and clinical team as well as highly motivated employees who are determined to provide the best medical rehabilitation to our patients. Together we have driven a major positive culture change over the past six years that has propelled us into a new era of healthcare outcomes and possibilities. We continue to have a wonderful reputation in our community and throughout New England. It is a place where miracles can happen and everyone believes in "Think Possible".

This culture plays a very key role in serving the patients who choose us and in our patient satisfaction surveys which show they would recommend us to others 96% of the time. Gaylord plays a very critical role in the continuum of healthcare. There is no better rehabilitation care for Spinal Cord, Stroke, Brain Injury, Pulmonary, Respiratory, or Complex Medical Care patients than Gaylord Hospital. The global gains of our patients far exceed those of other long term rehabilitation settings. Who comes to the hospital? Our inpatients are age 15 through older adults who have experienced a catastrophic accident or illness. If you have had complex surgery, a serious medical problem or have sustained multiple injuries, and need medical care and/or rehabilitation, Gaylord is where you want to come.

Patients come here to begin the journey to recovery, independence, and to regain as much functionality as they can. Our teams of physicians, therapists, nurses and care managers work with each patient and their families to gain the best outcomes possible. Many patients return to join our staff, volunteer their time and expertise, and they and their families contribute as donors.

After leaving the hospital, we continue caring for our patients by providing an extensive number of outpatient therapies, both at the Wallingford campus and at our outpatient facilities in North Haven and Cheshire. With over a century of experience with pulmonary and respiratory conditions, we've also developed partnerships that have improved ventilation weaning and allowed our patients to utilize state-of-the-art robotics and equipment that has increased their rate of recovery and decreased their hospital stay.

Gaylord is a unique, special place that gives hope back to many who felt forlorn after a terrible accident or disease. You can count on our well-trained, highly-skilled and compassionate staff to provide the best solutions for our patients and their families. Our donors are committed to making gifts that allow us to keep offering care beyond the ordinary.

The future is very bright for Gaylord. It is our plan to attract major philanthropists to our destination center strategy. With so much at stake for patients in our care, it is with determination and excitement that we seek to widen our circles of influence.

Board Chair Statement

Gaylord Hospital is one of our greatest assets. No one thinks about about - much less plans for - what they would do when faced with a chronic medical condition or disabling injury. Gaylord Hospital is the place that thousands of people and their families turn to each year when asked the question: "What do I do now?" From medical care to rehabilitation to patient advocacy, Gaylord Hospital is a tremendous, much-needed resource for the residents of Connecticut. It is one of only two licensed chronic disease hospitals in the state and is considered the premier facility of its type. I am proud to be affiliated with Gaylord Hospital and honored that I have the opportunity to lead its effort of excellence.

Robert Lyons
Chairman of the Board of Directors Gaylord Hospital
President & CEO, The Bilco Company

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

Description	Rehabilitation is one of our hallmark services: <ul style="list-style-type: none">• 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.• Neurological Rehabilitation: Is customized for disorders such as ALS, MD, MS, Guillain-Barré syndrome or post-polio syndrome with goals to maximize function.• Orthopedics Program: Often following a major multiple trauma with resulting musculoskeletal deficits or amputation.• 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.• 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.• ONLY CARF accredited Stroke Specialty Program in CT• One of only 14 Model Spinal Cord Injury Centers in the country
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

Traurig Transitional Living Center

Description	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.
Budget	\$0.00
Category	Health Care, General/Other / Rehabilitation Services
Population Served	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

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

Staff Demographics - Ethnicity

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

Staff Demographics - Gender

Male	173
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Female	738
Unspecified	0

Plans & Policies

Organization has a Fundraising Plan?	Yes
Organization has a Strategic Plan?	Under Development
Management Succession Plan?	Yes
Organization Policy and Procedures	Yes
Nondiscrimination Policy	Yes
Whistleblower Policy	Yes
Document Destruction Policy	Yes

Formal Evaluations

CEO Formal Evaluation	Yes
CEO/Executive Formal Evaluation Frequency	Annually
Senior Management Formal Evaluation	Yes
Senior Management Formal Evaluation Frequency	Annually
Non Management Formal Evaluation	Yes
Non Management Formal Evaluation Frequency	Annually

Collaborations

Gaylord Hospital and its employees partner and serve as professors, teachers, Board and committee members with the following organizations: Brain Injury Association of CT, Connecticut Speech Hearing Language Association (CSHA), United Spinal,-Connecticut chapter, committee for Rehabilitation and Recovery of Northeast Cerebrovascular Consortium (NECC), Yale New Haven Hospital Multiple Sclerosis Society Advisory Committee, Yale University, Quinnipiac University. We also partner with ThinkFirst®, a brain and spinal cord injury trauma prevention program, and multiple local systems of care. Two of our physical therapists serve as board members on the CT Physical Therapy Assoc. (CTAPTA) Orthopedic Manual Therapy Special Interest Group (OMPT SIG) Board.

ReWalk, a bionic walking device company, sought us out as a partner in a clinic model to facilitate greater access to people with spinal cord injuries to use bionic walking devices. Passey-Muir ® chose Gaylord as their partner to use and report back on the efficacy of their speaking valve for persons on ventilators. Gaylord partners with Spaulding Hospital in Boston to further the research on Spinal Cord injuries, and our adaptive Sports Assoc. works with Disabled Sports USA and the VA to bring more adaptive sports to veterans and to provide quality physical activities to physically disabled adults in New Haven County. We also partner with the U.S. Paralympic Committee to provide opportunities for elite athletes with disabilities, and with PGA golf for the same purpose.

Awards

Award/Recognition	Organization	Year
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Accreditation for Interdisciplinary Outpatient Medical and Orthopedic Rehabilitation Programs:(Adults, Adolescents, Children)	Commission on Accreditation of Rehabilitation Facilities (CARF)	2017
Accreditation for Inpatient Specialty Hospital Rehabilitation (Adults, Adolescents)	CARF	2017
Accreditation for Inpatient Specialty Hospital Spinal Cord System of Care (Adults, Adolescents)	CARF	2017
Accreditation for Inpatient Specialty Rehabilitation: Stroke and Young Stroke Specialty Program (Adults, Young Adults)	CARF	2017
Accreditation for Inpatient Specialty Rehabilitation: Brain Injury (Adults, Adolescents)	CARF	2017

Board & Governance

Board Chair

Mr. Robert Lyons Jr.

Company Affiliation

President & CEO, The Bilco Company

Term

Dec 2016 to Dec 2018

Board of Directors

Name	Affiliation
Mr. Michael Brooder CPA	Marcum, LLP
Mr. Christopher Cartland	Kaman Specialty Bearings & Engineered Products
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
Ms. Kim Healey	NewAlliance Foundation
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
Ms. 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 M.D.	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
Ms. Marie V. Roberto BSN, Dr.PH, MSN	Yale School of Public Health
Ms. Karen A. Scappaticci MBA, Ph.D	Retired Executive, Pfizer
Mr. William J. Simione Jr.	Managing Principal, Simione Consultants, LLC
Ms. Michele Volpe	Bershstein, Volpe & McKeon, P.C.
Ms. Susan Whetstone	Community Volunteer

Board Demographics - Ethnicity

African American/Black	0
Asian American/Pacific Islander	0
Caucasian	18
Hispanic/Latino	1

Native American/American Indian	0
Other	30

Board Demographics - Gender

Male	16
Female	6
Unspecified	0

Governance

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

Risk Management Provisions

Commercial General Liability and D and O and Umbrella or Excess and Automobile and Professional
 Commercial General Liability and Medical Malpractice
 Workers Compensation and Employers' Liability

Standing Committees

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

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
Total Revenue	\$74,107,712	\$74,977,037	\$78,762,822
Total Expenses	\$72,080,301	\$72,482,420	\$75,299,101

Prior Three Years Revenue Sources Chart

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

70 Audubon Street, New Haven CT 06510
203-777-2386

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