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
Gaylord's mission is to enhance health, maximize function and transform lives. 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
Would you like to have a room at Gaylord named after your family, family foundation, company or just you? Gaylord is renovating patient rooms, solarium, nursing stations, and other areas in our Lyman and Hooker wings. A naming opportunity begins at $25,000 for updated accessible exam rooms with many other naming opportunities existing for additional areas and whole wings or buildings. Gaylord Specialty Healthcare is the New England region's premiere inpatient and outpatient rehabilitation facility for Spinal Cord Injury, Brain Injury, and Stroke. Our knowledge of medically complex care for multiple serious health conditions is the region's best. The renovation of our patient rooms, adjacent nursing, dialysis, family gathering areas and exam rooms reflects our passion for being the best as we add advanced medical and rehabilitation technology, and improve the comfort and surroundings of family and patients' alike. Be a part of our Gaylord family, add your name to the list of distinguished donors who have invested in critical medical resources in Connecticut.

A Great Opportunity Ending Date
Dec 31 2021
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 1950's, 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. Taurig 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 • Gaylord Hospital has achieved multiple Commission on Accreditation of Rehabilitation Facilities (CARF) accreditation's making us the only Inpatient and Outpatient CARF accredited healthcare system in New England, and only one of two in the nation with an additional three sub-specialty accreditation's; Spinal Cord Injury, 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 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 complete a Campus Renewal that includes refreshed and improved patient rooms; a non-denominational worship and reflection space; advanced patient care technology and rehabilitation equipment; and increased support for program areas. • Grow our inpatient and outpatient programs. • To continue to grow in our recognition as the premiere rehabilitation setting for patients and their families who want the best possible outcomes.
Needs
Gaylord’s Most Pressing Needs  Hooker/Lyman Unit upgrades- Our 2 patient wings, Lyman and Hooker, which have not been updated since the 1970’s, need to be renovated. We are currently raising money to accomplish this project.  Brooker Building rehabilitation and energy saving upgrades. This 1927 classic Tudor-style building needs substantial work to restore windows, add insulation and update its HVAC systems. 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 worshiping.  Technology upgrades- Our IT department consistently reviews our system needs and focuses on improving technology systems that will support patient and staff needs, as well as data for funding, and interconnection with other hospitals’ systems.

CEO Statement
It is my privilege to lead Gaylord Specialty Healthcare, a rehabilitation-focused, nonprofit health system that provides inpatient and outpatient care for people at every point in their journey from illness and injury to maximum recovery. Established in 1902, Gaylord Specialty Healthcare is anchored by Gaylord Hospital, a Long-Term Acute Care Hospital, and includes Gaylord Outpatient and Gaylord Physical Therapy for patients who require diagnosis and treatment on an outpatient basis. Together, these entities deliver a continuum of rehab care driven by technology, research, clinical experience, and human compassion. Gaylord is renowned for its leadership in treating spinal cord and brain injury patients, pulmonary, cardiac, amputee and stroke patients as well as sports-related injuries. We are the only rehabilitation system in Connecticut to be accredited by the prestigious Commission on Accreditation of Rehabilitation Facilities for inpatient and outpatient programs and are one of a handful in the world to have earned three CARF accreditations for its spinal cord system of care, stroke specialty program and traumatic brain injury program. Gaylord is a proponent of adopting technologies that enhance the rehab process and bolster outcomes and recovery times. Gaylord became an early pioneer in the usage of bionic exoskeletons for the treatment of patients with spinal cord injuries and strokes with the Ekso Bionics wearable exoskeleton and the ReWalk Exoskeleton. We have invested in BITS technology and AlterG anti-gravity treadmills for body-weight supported rehabilitation and the KINESIQ rehabilitation equipment which combines the worlds of virtual reality and simulation technologies to improve users’ balance. Our team is tuned into patients’ special needs and has created an Adolescent Spinal Cord Injury Unit with attached family suites and opened a Complex Stroke Unit dedicated to the unique medical needs of the hospital’s most complex and medically fragile stroke patients. Every hospital room is a private, single-occupant space. Currently, 100 patient rooms, nursing stations and common areas are being renovated to provide ample room for staff to provide care and make more aesthetically pleasing and comfortable for patients and families, alike. In response to a steadily increasing out-of-area patient census, Gaylord has recently built on-campus family accommodations, the Moralee Family Cottages, to help families stay near their loved ones and support them as they heal from a life-altering illness or injury.
Board Chair Statement
Gaylord Specialty Healthcare has entered what will prove to be the most exciting ten years of its history. Our board has committed to raising $30M between 2018 and 2028 for the “Think Possible Think Gaylord” campaign. The campaign focuses on enhancing patient and family services, addressing campus upgrades, renovating and updating of 100 patient rooms, increasing partnerships for programs and research, increasing technology for rehabilitation and research, and launching several new initiatives. It didn’t take long after joining the board in 2017 to fall in love with Gaylord’s mission. I’ve seen people whose lives have been turned upside down by illness or injury who have been completely transformed within Gaylord’s walls. Patients like Paula (name changed), a New Haven County resident whose recovery from a traumatic accident returned her to the nursing career she loves, at a time when our community needs her most. Paula wanted to be a nurse ever since she could remember, but a busy life got in the way. Several children and multiple moves around the country later, Paula earned her degree and was living her dream as an ICU nurse in a community hospital when tragedy struck on vacation. The moped she had rented hit a hole, throwing her into an oncoming car. Her extensive injuries included torn ligaments in her knees; a torn tendon; foot, leg and knee fractures; and a severe “degloving” injury that tore much of the skin and tissue off her leg, foot, and ankle. Repeated attempts to graft cadaver tissue on her leg wound failed. With her repaired tendon not allowed to move until her tissue injury was resolved, Paula and her team worried that she would never walk again. Paula “begged” doctors to send her to Gaylord for rehab. “I work in an ICU and Gaylord’s reputation preceded itself,” she said. Dr. Rosenblum, a physiatrist, outfitted her with braces to keep her knees immobilized during therapy and organized Yale specialists to assess her extensive wounds. Paula soon started to walk with a walker, progressing beyond her expectations. “Gaylord saw my potential and pushed me. I wanted nothing more than to get home to my family and my career; my therapists wanted nothing more than to get me there.” Using only a cane to walk out of Gaylord, Paula continued outpatient care at Gaylord Physical Therapy in Cheshire where she used the AlterG anti-gravity treadmill, a device that offloads a user’s body weight to gain strength and correct gait without pain. Paula has returned to the ICU full time and is pursuing an advanced degree. It’s a miracle for the nurse who waited so long to fulfill her dreams, only to watch them nearly disappear before her eyes. “My recovery seemed like an impossible mountain to climb,” she said. “The grief I suffered at the thought of losing my career was devastating. But through Gaylord and divine intervention, here I am!” I choose to volunteer with Gaylord because the staff, board, and volunteers exhibit true concern...

Service Categories

<table>
<thead>
<tr>
<th>Primary Organization Category</th>
<th>Health Care / Speciality Hospitals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Secondary Organization Category</td>
<td>Health Care / Rehabilitative Care</td>
</tr>
</tbody>
</table>

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

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: 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
| **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) / |

**Patient Room & Wing Renovations, Updates & Upgrades**

| **Description** | Gaylord Specialty Healthcare has received grant support of $120,000 over three years to increase our capacity to serve more New Haven, Naugatuck Valley and other foundation town residents. The grant will support medical, technology, therapeutic, and space upgrades in the Lyman and Hooker wings and patient rooms. Attracting more local patients supports our continued growth and fiscal strength allowing us to afford care for more low and very low income individuals. Gaylord is a unique resource in the region with outstanding patient outcomes for those who have experienced a life-altering injury or illness such as Spinal Cord Injury, Brain Injury or Stroke. We are a high quality specialty rehabilitation resource for New Haven area residents and the opportunity to recover at Gaylord can make a huge future economic and quality of life difference for the patient and their family by helping patients regain their maximum function and reclaim their lives. |
| **Budget** | $0.00 |
| **Category** | Health Care, General/Other / Rehabilitation Services |
| **Population Served** | Adolescents Only (13-19 years) / Elderly and/or Disabled / People/Families with Physical Disabilities |
| **Program is linked to organization’s mission and strategy** | Yes |
| **Short Term Success** | In the next three years all patient and family care areas, and therapeutic and medical services will become the most advanced in the region. |
| **Long Term Success** | Gaylord is on the cutting edge of rehabilitation services and science providing the very best available outcomes for patients. |
| **Program Success Monitored By** | Patient and family satisfaction scores are 86% or higher on the Press-Ganey survey and specifically the willingness to recommend Gaylord to their family and friends. |
### Pulmonary Care for Tuberculosis, COPD & other Respiratory Disease

<table>
<thead>
<tr>
<th>Description</th>
<th>The Nesbit Fund supports Gaylord's endowment fund which supports its pulmonary program and diseases such as tuberculosis and COPD. There is a wide range of services provided under this program including ventilator care, ventilator weaning, family training for vent dependent patients who are going home, and a Better Breathers support group that is open to the public.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budget</td>
<td>$0.00</td>
</tr>
<tr>
<td>Category</td>
<td>Health Care, General/Other / Inpatient/Hospital Care</td>
</tr>
<tr>
<td>Population Served</td>
<td>Adults / Elderly and/or Disabled / People/Families with Disabilities</td>
</tr>
<tr>
<td>Program is linked to organization’s mission and strategy</td>
<td>Yes</td>
</tr>
<tr>
<td>Short Term Success</td>
<td>We have received a grant from CHEFA to create a carefully crafted video for the purpose of helping patients and their families make an informed decision regarding a return home when ventilator weaning is not an option (Destination Vent). This educational video will be for public consumption on YouTube and other media for patients who wish to be going home on a ventilator, and their future caregivers, to fully inform them about the caregiving requirements and environmental needs of the home. We anticipate this will help 1,000 families in the first year, and thousands thereafter.</td>
</tr>
<tr>
<td>Long Term Success</td>
<td>Our Pulmonary program has been in existence for more than 100 years, starting with an Iron Lung, and progressing to being the first rehabilitation hospital to have portable ventilators. We have been providing specialized ventilator education and training for 10 years. We are among the top hospitals for success in weaning people off ventilators with a 71-85% success rate. For those who cannot be weaned we have the best track record of all hospitals with 10% of families succeeding in taking on the 24 hour care of their loved one on a vent, at their own home. Destination Vent describes the goal of a family and patient who wish to return the patient home on the full time ventilator, with the 24 hour support of family members. Gaylord is accredited by the American Association of Cardiovascular and Pulmonary Rehabilitation (AACVPR). The AACVPR Certification process is the only peer-review accreditation that reviews individual facilities for adherence to standards and guidelines for vent use. Gaylord was the first Vapotherm Center of Excellence (COE) in the U.S. “The...COE Program recognizes those... that best use Vapotherm technology to improve patient care and outcomes.” We were the first to use Vapotherm while helping patients wean off the vent and we are recognized as a Passy-Muir® Center of Excellence. We offer Passy-Muir Valves to every tracheostomized and ventilator dependent patient. Our practices are recognized as the standard of care.</td>
</tr>
<tr>
<td>Program Success Monitored By</td>
<td>Family surveys, feedback from medical professionals from other hospitals, success rates continuing to be high based on therapists reporting the number of patients going home on vents and those successfully weaned.</td>
</tr>
</tbody>
</table>
Leadership & Staff

CEO/Executive Director

Ms. Sonja LaBarbera

Term Start
Jan 2019

Email
slabarbera@gaylord.org

Experience

Sonja LaBarbera, MSOL, MS CCC/SLP  
Sonja LaBarbera was appointed the Chief Executive Officer and President of Gaylord Specialty Healthcare in January 2019. She is the first woman and Gaylord employee to hold this position in the organization’s 117-year history and is the first clinician to achieve this rank in nearly forty years. With over 20 years in the healthcare industry, LaBarbera is experienced in clinical operations, strategic planning, business development, leadership development and philanthropy. She works with healthcare systems, academic and research institutions to foster collaborative efforts to support superior patient outcomes. LaBarbera earned her Master of Science in Organizational Leadership from Quinnipiac University, and her Master of Science in Speech-Language Pathology from State University of New York at Fredonia. She serves on the Board of Directors of Gaylord Hospital/Gaylord Farm Association Inc., which oversees all services offered by the organization’s care continuum. She is also an active member of American Speech Language Hearing Association (ASHA), American College of Healthcare Executives (ACHE) and Healthcare Financial Management Association (HFMA). LaBarbera’s tenure at Gaylord began 14 years ago, where she has served in consecutive roles as director of inpatient therapy services, senior director of therapy and outpatient services, and vice president of operations and strategy. In her most recent position as chief operating officer, she increased system-wide volumes and patient satisfaction scores and more than tripled the size and scope of Gaylord’s outpatient physical therapy program. With a focus on patient-centric care that is cost-effective, LaBarbara is able to make things happen quickly and effectively. Her energy, visionary agility, and in-depth knowledge of the healthcare landscape are strengths that she brings to her new role.

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

Staff Demographics - Gender
Male 173
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

Former CEOs and Terms

<table>
<thead>
<tr>
<th>Name</th>
<th>Term</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mr. James Cullen</td>
<td>Oct 2001 - Nov 2011</td>
</tr>
<tr>
<td>George Kyriacou</td>
<td>Apr 2011 - Dec 2019</td>
</tr>
</tbody>
</table>

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

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

Comments

**CEO Comments**

Gaylord Specialty Healthcare’s current challenges are our future opportunities. Despite being a nonprofit, semi-rural, independent specialty hospital, our expertise, clinical outcomes, and patient satisfaction are among the best in the industry and rival or exceed many of the largest healthcare systems in the nation. In this ever-changing healthcare climate, we are challenged by rising costs with no proportional increase in reimbursement. We consistently face difficulty obtaining authorization from insurance companies for care that would benefit their members. We are challenged with a small operating margin, making it difficult to appropriately invest in our facilities, our people and our programs. Our strategic growth and expansion are entirely reliant on donor funding and other non-operating income sources and impact our ability to launch new ventures. Such limits restrict access to the service we can provide to the community. Gaylord Specialty Healthcare offers an extraordinary clinical experience for patients and their families. Our award-winning doctors and other medical/clinical professionals are nationally recognized as experts in their fields. We are committed to offering our clinicians and therapists the opportunity to advance their skills to stay at the cutting-edge of treatment protocols in their areas of expertise. We are committed to incorporating technology as a means to supplement hands-on patient care and leading research that will shape the future of rehabilitative medicine. Gaylord Specialty Healthcare is also committed to expanding our involvement in the fields of robotics, product development, clinical research, state-of-the-art physical, occupational, and speech therapy technology; family amenities and concierge services; pulmonary rehabilitation; prosthetic services; concussion care; and so much more.
Board & Governance

Board Chair
Mr. Connor Dolan

Company Affiliation
Fair Street Advisors

Term
Jan 2020 to Dec 2021

Board of Directors

<table>
<thead>
<tr>
<th>Name</th>
<th>Affiliation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mr. Bo Bradstreet</td>
<td>Bohan &amp; Bradstreet</td>
</tr>
<tr>
<td>Mr. Michael Brooder CPA</td>
<td>Marcum, LLP</td>
</tr>
<tr>
<td>Mr. Christopher Cartland</td>
<td>Trane</td>
</tr>
<tr>
<td>Dr. Peter Deckers M.D.</td>
<td>University of Connecticut Health Centers</td>
</tr>
<tr>
<td>Ms. Cynthia Griffith</td>
<td>Sylvan, Griffith &amp; Beatty, LLP</td>
</tr>
<tr>
<td>Ms. Kim Healey</td>
<td>NewAlliance Foundation</td>
</tr>
<tr>
<td>Dr. Stephen Holland M.D., MPA, FACEP, FAPWA</td>
<td>Vice President and Chief Medical Officer Gaylord Hospital</td>
</tr>
<tr>
<td>Ms. Sonja LaBarbera President &amp; CEO</td>
<td>Gaylord Hospital, Inc.</td>
</tr>
<tr>
<td>Mr. Gus Marchetti</td>
<td>Principal at MBI Company Group, LLC</td>
</tr>
<tr>
<td>Mr. Robert McHugh</td>
<td>Infiltrator Systems, Inc.</td>
</tr>
<tr>
<td>Mr. George M Milne PhD</td>
<td>BioStorage Technologies, Inc.</td>
</tr>
<tr>
<td>Mr. Robert J. Mobeck CFA, CFP, CIC</td>
<td>Principal, Olson Mobeck &amp; Associates, Inc.</td>
</tr>
<tr>
<td>Dr. Ryan O’Connell M.D.</td>
<td>Bridgeport Hospital, Yale New Haven Health System</td>
</tr>
<tr>
<td>Ms. Mary Pepe</td>
<td>Town of Greenwich</td>
</tr>
<tr>
<td>Ms. Marie V. Roberto BSN, Dr.PH, MSN</td>
<td>CT Department of Public Health</td>
</tr>
<tr>
<td>Ms. Karen A. Scappatici MBA, Ph.D</td>
<td>Retired</td>
</tr>
<tr>
<td>Mr. William Simone III</td>
<td>Simione Consultants, LLC</td>
</tr>
<tr>
<td>Ms. Michele Volpe</td>
<td>Bershstein, Volpe &amp; McKeon, P.C.</td>
</tr>
<tr>
<td>Ms. Diana Wakerley</td>
<td>Retired</td>
</tr>
<tr>
<td>Ms. Susan Whetstone</td>
<td>Retired</td>
</tr>
<tr>
<td>Dr. Perry Wilson M.D.</td>
<td>Yale University</td>
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Board Demographics - Ethnicity

<table>
<thead>
<tr>
<th>Ethnicity</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>African American/Black</td>
<td>1</td>
</tr>
<tr>
<td>Asian American/Pacific Islander</td>
<td>0</td>
</tr>
<tr>
<td>Caucasian</td>
<td>18</td>
</tr>
<tr>
<td>Hispanic/Latino</td>
<td>1</td>
</tr>
<tr>
<td>Native American/American Indian</td>
<td>0</td>
</tr>
<tr>
<td>Other</td>
<td>20</td>
</tr>
</tbody>
</table>
Board Demographics - Gender

- Male: 13
- Female: 9

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: 10%
- Constituency Includes Client Representation: Yes


- 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

Fiscal Year Start
Oct 01 2019

Fiscal Year End
Sept 30 2020

Projected Revenue
$85,554,436.00

Projected Expenses
$84,606,454.00

Endowment Value
$15,827,190.00

Spending Policy
Income Only

Detailed Financials

Prior Three Years Total Revenue and Expense Totals Chart

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>2018</th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Revenue</td>
<td>$83,949,715</td>
<td>$78,491,514</td>
<td>$74,107,712</td>
</tr>
<tr>
<td>Total Expenses</td>
<td>$78,674,024</td>
<td>$75,158,807</td>
<td>$72,080,301</td>
</tr>
</tbody>
</table>

Prior Three Years Assets and Liabilities Chart

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>2018</th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Assets</td>
<td>$94,415,515</td>
<td>$87,210,386</td>
<td>$90,438,303</td>
</tr>
<tr>
<td>Current Assets</td>
<td>$28,476,890</td>
<td>$24,828,034</td>
<td>$23,144,882</td>
</tr>
<tr>
<td>Long-Term Liabilities</td>
<td>$31,109,140</td>
<td>$18,389,794</td>
<td>$29,489,601</td>
</tr>
<tr>
<td>Current Liabilities</td>
<td>$6,945,515</td>
<td>$20,671,811</td>
<td>$21,695,175</td>
</tr>
<tr>
<td>Total Net Assets</td>
<td>$56,360,860</td>
<td>$48,148,781</td>
<td>$39,253,527</td>
</tr>
</tbody>
</table>

Prior Three Years Top Three Funding Sources

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>2018</th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top Funding Source &amp; Dollar Amount</td>
<td>Maximilian E. &amp; Marion O. Hoffman Foundation $125,000</td>
<td>The Werth Family Foundation $50,000</td>
<td>The Community Foundation for Greater New Haven $78,823</td>
</tr>
<tr>
<td>Second Highest Funding Source &amp; Dollar Amount</td>
<td>Connecticut Health &amp; Educational Facilities Authority $75,000</td>
<td>The Community Foundation for Greater New Haven $41,038</td>
<td>ConnectiCare $25,965</td>
</tr>
<tr>
<td>Third Highest Funding Source &amp; Dollar Amount</td>
<td>The Werth Family Foundation $50,000</td>
<td>The Cuno Foundation $12,500</td>
<td>--</td>
</tr>
</tbody>
</table>

Solvency

Short Term Solvency

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>2018</th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Ratio: Current Assets/Current Liabilities</td>
<td>4.10</td>
<td>1.20</td>
<td>1.07</td>
</tr>
</tbody>
</table>

Long Term Solvency
<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>2018</th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Long-Term Liabilities/Total Assets</td>
<td>33%</td>
<td>21%</td>
<td>33%</td>
</tr>
</tbody>
</table>

Capital Campaign

**Currently in a Capital Campaign?**
Yes

**Capital Campaign Purpose**
A comprehensive campaign to address pressing and transformational needs to assure Gaylord remains the top provider of rehabilitation services and medical recovery for those most in need.

**Goal**
$0.00

**Dates**
Sept 2017 to Sept 2029

**Amount Raised To Date**
0 as of Sept 2019

**Capital Campaign Anticipated in Next 5 Years?**
Yes

Comments

**CEO Comments**
Gaylord is a regional leader in rehabilitation from simple sprains to complex neurological injury or disease. Our specialty inpatient hospital provides intensive rehabilitation and medical management to those who have suffered life-altering accidents or illnesses. The only one in Connecticut and one of two in the country, Gaylord has attained triple certification in Stroke, Spinal Cord Injury and Traumatic Brain Injury by CARF (Commission on Accreditation of Rehabilitation Facilities). We have been accredited and recognized as a leader by the following premier organizations: • The Joint Commission • The American Association of Cardiovascular and Pulmonary Rehabilitation; • The New England Regional Spinal Cord Center; • The National Spinal Cord Injury Association; and • The Paralympic Sports Club. Other distinctions include: • Partner site of the Model Spinal Cord Injury System, one of only 14 in the nation • Only location in Connecticut to have the Ekso bionic exoskeleton, which enables paralyzed people to walk • 1 of 13 in the world designated as a Center of Excellence for the Passy-Muir Speaking Valve, which is used with patients on a ventilator or with tracheostomy • First facility in the US to be designated as a Center of Excellence by Vapotherm • Only facility to offer the Zero G gait robot in Connecticut • Only facility in Central Connecticut to offer the Alter G antigravity treadmill These accolades underscore our entire organization’s “think possible” approach to patient care. As we move into a new era in healthcare, Gaylord is poised to become the leading healthcare network, for those seeking specialized medical care, rehabilitation, and comprehensive therapy.

**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.