

7. It is recommended that the Board of Directors approve a community-oriented approach in its institutional planning effort; by including in its official planning group members from the community, and by forming a Community Health Services Advisory Committee to be part of the planning process and, subsequently, to become a permanent resource linking the community with the hospital.
8. It is recommended that the Strategic Planning Workbook of the American Hospital Association be used in strategic planning; it is a detailed step-by-step process by which a plan is developed which has the support of the community because it involved its participation in substantive ways.
9. It is recommended that the Board of Directors issue a public statement describing its vision of the future of Winsted Memorial Hospital in order to begin a process leading to a common vision generally accepted by all in the community. The Winsted Hospital Advisory Committee offers a vision statement of its own for discussion by the service community and by the hospital community (See Appendix).
10. It is recommended that the Board of Selectmen call and host a conference, including people from the whole service area, to discuss and establish a common vision of the future of the Winsted Memorial Hospital.
11. It is recommended that members of the community be involved in the physician recruitment process, informing the physicians being interviewed about the community.
12. It is recommended that a community resident representative from each of the Winsted Memorial Hospital area towns (or an alternate when unable to attend a meeting) be an active voting member of the Hospital Marketing Committee; to provide information on health care

needs of that town; and to assist the Marketing Committee in disseminating Winsted Memorial Hospital news of the health services available at the hospital.

13. It is recommended that, in addition to the Hospital Auxiliary, other ways be found to involve the community such as a Student Volunteer Program where "Candy Strippers" compete to enter the program. These volunteers would perform simple but important duties. The main point is to introduce them to community service and support for the hospital.

14. It is recommended that a training function be restored to the hospital which could attract young people from the service area and which could be associated with a medical assistance program at the Northwestern Connecticut Community College, involving an internship at the hospital and that a scholarship fund be established to advance this effort.

15. It is recommended that the Winsted Memorial Hospital create a new position, with the individual filling it responsible for all publicity, community relations and fund development and fund-raising activities.

16. It is recommended that the hospital issue a Newsletter for the service community about hospital and other health care affairs, with ample space devoted to letters and comments from the community.

17. It is recommended that, as in other communities where it has worked successfully, a "Friends" group be established to focus community involvement and support for the hospital. The "Friends" group could sponsor two annual events: (a) a formal fund-raising dinner where the President of the hospital could make a report to the "Friends" and where physicians could speak on topics of current interest; and (b) an annual public meeting at the end of each fiscal year to allow the Administration and Board of Directors to present to the public a "State of the Hospital" report and provide an opportunity for comments and a question and answer forum.

REPORT ON WINSTED MEMORIAL HOSPITAL

by

Winsted Memorial Hospital Advisory Committee to the
Board of Selectmen, Winchester, Connecticut

On November 28, 1989, the Board of Selectmen of the Town of Winchester passed a resolution, establishing an advisory committee "to advise the town and the hospital (Winsted Memorial) on ways and means the town can support the hospital and help maintain it as a community asset." The resolution noted, "the outstanding level of health care services provided by the Winsted Memorial Hospital and the important role the hospital fulfills towards the well being of the total Winsted community.." Furthermore, it expressed the Board's support of efforts to "maintain the current Winsted facility," and its offer of assistance "on a continuing basis towards that end."

The Advisory Committee's members were appointed on December 4, 1989 and met for the first time on December 14, 1989. On recommendation of the committee, the Board invited the participation of neighboring towns in the hospital service area. (See Appendix^A_A for a list of committee members)

The Board of Selectmen acted out of deep concern for the future of the hospital and frustration because it lacked sound information regarding the intentions and actions of Northwest Connecticut Healthcare Systems, Inc., the holding company, established in January, 1986 to hold and operate the Winsted Memorial Hospital and Charlotte Hungerford Hospital (Torrington, Connecticut). There was much talk of closing down the Winsted Hospital and