


REPORT
of the

WINSTED MEMORIAL HOSPITAL
ADVISORY COMMITTEE

OCTOBER, 1990



WINSTED MEMORIAL HOSPITAL
REPORT OF THE ADVISORY COMMITTEE
TO THE
BOARD OF SELECTMEN
TOWN OF WINCHESTER, CONNECTICUT

October 1990

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SUMMARY

The Committee believes the needs and problems presently facing Winsted Memorial Hospital may be summarized as follows: (1). lack of credibility of and confidence in the past leadership of the hospital; (2). need to attract a higher percentage of community users and enlist greater community awareness, participation and support; (3). need to sustain appropriate levels of physician and staff strength; (4). need to provide additional revenue sources by initiating new types of services and uses of facilities; and (5). need to raise substantial amount of new money to fund large deferred maintenance and renovation costs and for modernization of equipment and facilities.

These needs and problems did not arise over night. Some of the circumstances contributing to them over a period of years includes: (1). the closing of the Maternity wing; (2). lack of communication with the community; (3). approval of the formation of the Holding Company; (4). abdication of all financial and administrative control to the Holding Company; 5). lack of aggressive fund-raising drives; and (6). belated recognition of changes in the pattern of usage of hospitals.

It is the sense of the Committee that there is substantial, untapped community support for maintaining the Winsted Memorial Hospital as a first-rate acute care facility. In our report and recommendations it is our objective to help achieve this end. We have no reason to lack confidence in the new administration. In fact, it is already implementing some of the recommendations we have made.

RECOMMENDATIONS

The Winsted Hospital Advisory Committee recommends the following actions which it believes would strengthen the hospital and maintain strong community support now and in the future.

1. It is recommended that the Board of Directors of Winsted Memorial Hospital take all action available to effectuate the dissolution of the Northwest Connecticut Health Care System, Inc. (the Holding Company), and that thereafter the Winsted Memorial Hospital shall function wholly under its autonomous Board of Directors.
2. It is recommended that the Board of Directors take steps to heal the rift with the community which the Holding Company and events associated with it have created. The re-establishment of trust is essential when seeking community support for the hospital.
3. It is recommended that the Board of Selectmen have the right to select one person to attend hospital board meetings to represent them - and by extension - the public.
4. It is recommended that the Board of Directors be expanded to include persons from the traditional service area as well as towns such as Lakeville, Salisbury and Canton, to encourage a wider service use.
5. It is recommended that, in order to bring fresh views and skills continuously, members of the Board of Directors serve for a specific term of three (3) years.
6. It is recommended that the Board of Directors conduct a regular review of community needs with respect to usage of the hospital facilities to offset any drop in in-house patients by other offerings of the hospital. This review should be made public.