Welcome
  Elliot Joseph, President and Chief Executive Officer

Leadership
  Steven J. Shichman, MD
  Jan Ruderman

The Tallwood Urology and Kidney Institute

Outcomes Report
  Patient Experience
  Statistical Highlights
  TURP (Transurethral Resection of Prostate)
  Pelvic Health Incontinence and Female Stress
  Kidney Cancer
  Prostate Cancer
  Robotics Complications

Highlights

About Hartford HealthCare

Recent Publications & Research

Our Institute Model

Metrics for Patients
Elliot Joseph | President and Chief Executive Officer

“Most trusted for personalized coordinated care.” – The Hartford HealthCare vision

At Hartford HealthCare, our vision is our compass – guiding us as we work to transform healthcare and provide our patients and families with superb, seamless care. In earning the trust of our communities, we promise to never stop improving and innovating as we shape a new, high-value model of customer-centered care.

Excellence without evidence is empty. Still, hospitals and health systems have had a hard time reporting quality and outcomes in useful ways. As clinical data moves increasingly to digital platforms and we see more demand for the information from payers and the public, Hartford HealthCare is leading the way to demonstrate our commitment to clinical excellence and full transparency.

Reflected in this report is the work of our multidisciplinary teams of physician leaders, other clinicians, support staff and partners, who are collaborating to set and meet high-quality standards. In our quest for excellence, we have adopted best practices from industries far outside of healthcare. These include High Reliability Training and Lean practices and principles that are part of our H3W (How Hartford HealthCare Works) operating model.

Our success is evident in our improving safety metrics, especially in the area of hand hygiene, where we are among the best in the nation.

We at Hartford HealthCare are benchmarking ourselves against the best healthcare organizations in America to reassure those we serve that they will receive world-class care no matter what hospital, outpatient location or home service they utilize at Hartford HealthCare.

Sincerely,

Elliot Joseph
President and Chief Executive Officer
Steven J. Shichman, MD | Medical Director, Hartford HealthCare
Tallwood Urology and Kidney Institute

A board-certified urologist, Dr. Shichman specializes in robotic surgery, renal cancer and adrenal disorders. Following his education and work experience as a chemical engineer, Dr. Shichman earned his medical degree from the University of Connecticut School of Medicine in 1986. He completed his General Surgery and Urology training at the University of Connecticut as well. He also completed a fellowship in Laparoscopy and Minimally Invasive Surgery at New York Hospital and Cornell Medical Center. Dr. Shichman serves as an associate clinical professor at the UConn School of Medicine.

Dr. Shichman is a pioneer in urologic minimally invasive surgery and is recognized nationally and internationally as a leader in the field. He has one of the largest experiences in the country performing laparoscopic adrenalectomy, laparoscopic and hand-assisted laparoscopic nephrectomy and robotic partial nephrectomy. As a course director for the American Urological Association postgraduate courses from 1999 to 2013 he has taught laparoscopic techniques to over 1,200 urologists from around the world. Dr. Shichman has been recognized as one of Connecticut’s top doctors in urology by Connecticut Magazine and Hartford Magazine. Over the past twenty years, Dr. Shichman has helped develop the Hartford Hospital’s Department of Urology’s nationally and internationally recognized reputation for innovation in laparoscopic and robotic surgery. His department has hosted numerous post-graduate courses in minimally invasive surgery, including national symposiums on robotic urologic surgery.

Dr. Shichman is also the Executive Director of Hartford Hospital’s Center for Education, Simulation and Innovation – “CESI”. CESI is one of the country’s largest and most comprehensive medical simulation training centers.

Dr. Shichman has been affiliated with Hartford Hospital (and subsequently Hartford HealthCare) since 1993. He sees patients at Hartford Hospital as well as Hartford HealthCare Medical Group (HHC MG) offices in Hartford and Avon.
Jan Ruderman | Director, Hartford HealthCare
Tallwood Urology and Kidney Institute

In her role as director, Ms. Ruderman partners with physician leaders to identify and address opportunities to improve the quality of care provided to Tallwood patients. She does this by co-leading disease management teams, which focus on the delivery of evidence-based medicine, patient education, community education and process improvement.

She has been with Hartford HealthCare for 18 years, in a variety of leadership roles in operations and quality/process improvement. They include director of rehabilitation for HHC at Home, vice president of quality for the Rehabilitation Network and business architect for the design of the Institute Model that is being deployed throughout the system.

Jan has a master’s degree in business administration, with a focus on healthcare, and a bachelor’s degree from Tufts University. She is also trained in Lean management.
An approach unlike any other in Connecticut

The Tallwood Urology and Kidney Institute has fellowship trained physicians who cover six specialty areas including general urology, men’s health (fertility/andrology, men’s sexual function), pelvic health and incontinence, kidney stones and urologic cancer along with a wide range of conditions and treatments. Tallwood nephrologists specialize in management of kidney disease and can be the link in coordination of care for kidney transplant patients. The Hartford Hospital Transplant Program was founded in 1971 and is one of the most experienced and successful programs in the country. The multidisciplinary transplant team is made up of experts who are leaders in their fields. Each is committed to helping people overcome renal failure through transplantation.

Tallwood’s urologists and urogynecologists are recognized as regional and national leaders in their fields. Many have pioneered treatments that have become the gold standard of care nationwide.

All of this comes within the framework of an innovative, coordinated Disease Management Team model that ensures the highest-quality, safest and most cohesive care.

Our innovative Institute approach is unlike any other in the state and is among the most highly regarded in the nation. Through our Institute, which is organized around specific diseases and not necessarily locations, we can apply best practices throughout our system so that patients receive the same high standards of care no matter where they live or which Hartford HealthCare facility they choose.

We rank in the top 10 percent nationally for lowest complication rates for transurethral resection of prostate (TURP), prostate cancer, female incontinence, kidney cancer and bladder cancer. Specifically, we are a destination for the most complex urologic surgery cases in Connecticut.

Tallwood’s urology oncology team is also part of the Hartford HealthCare Cancer Institute, the charter member of the Memorial Sloan Kettering Cancer Alliance. This gives urologic cancer patients access to state-of-the-art clinical trials closer to home. We are the leaders in treating urologic cancers in Connecticut.

Learn more about our services and providers at hartfordhealthcare.org/services/urology-kidney.

To learn more about the Hartford Hospital Transplant Program call 860.972.4219 or visit www.harthosp.org/transplant.
Because of our diligent focus on customer service and quality, Tallwood consistently outperforms the national average for patient experience.

Communication with Doctors “Always” Rating
(Tallwood physicians compared to Top Box percentile rank)

The Top Box line is a national percentile, ranked by the patients who say their communication with doctors is “always” excellent.
Physicians in the Tallwood Urology and Kidney Institute treat the largest volume of patients diagnosed with pelvic health disorders, kidney cancer and prostate cancer in the state of Connecticut. The community continues to entrust its care to our team of physicians, as evidenced by growth in every subspecialty between 2013 and 2015.

This high volume of cases in our subspecialties translates into better care for our patients, as demonstrated in the information on the next few pages. Higher-volume surgeons and hospitals have consistently been shown to have lower morbidity and mortality rates in addition to shorter hospital stays.

Hartford HealthCare Volume Statistics

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<tr>
<th></th>
<th>FY13</th>
<th>FY14</th>
<th>FY15</th>
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<tbody>
<tr>
<td><strong>Kidney disease</strong></td>
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<tr>
<td>Inpatient</td>
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<td>Outpatient</td>
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<td><strong>Prostate cancer</strong></td>
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<tr>
<td>Inpatient</td>
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<td>466</td>
<td>489</td>
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<tr>
<td>Outpatient</td>
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<td>349</td>
<td>352</td>
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<td><strong>Bladder cancer</strong></td>
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<tr>
<td>Inpatient</td>
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<td>530</td>
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<tr>
<td>Outpatient</td>
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<tr>
<td><strong>Kidney cancer</strong></td>
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<td>Inpatient</td>
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<td>320</td>
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<tr>
<td>Outpatient</td>
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<td><strong>Kidney stones</strong></td>
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<td>Inpatient</td>
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<td><strong>General urology</strong></td>
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<td>Inpatient</td>
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<td>Outpatient</td>
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<td><strong>Pelvic health</strong></td>
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<tr>
<td>Inpatient</td>
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<td>710</td>
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<tr>
<td>Outpatient</td>
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<td>55</td>
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<tr>
<td><strong>Total</strong></td>
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<td>11,915</td>
<td>12,124</td>
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In 2015, we created a new Male Infertility Program under the leadership of a fellowship-trained urologist.

Men are 24 percent less likely than women to visit a doctor regularly, yet men are 24 percent more likely to be hospitalized for chronic diseases. Our men’s health team focuses on the multidisciplinary healthcare needs of men.

Men often seek care for bothersome quality-of-life issues like urinary frequency and sexual dysfunction.

**Transurethral Resection of Prostate (TURP) Complications – Inpatient** *(observed rate)*

TURP is a surgery that treats urinary problems due to an enlarged prostate. It is often an option for men with moderate to severe urinary problems that aren’t responding to medication.

![TURP Complications Graph](https://example.com/turp-complications-graph.png)
Our team of general urologists are often the entry point into care for urinary incontinence. They are excellent diagnosticians and can provide the first line of treatment for urinary incontinence.

If the first line of treatment is not successful, we have a team of physicians who are fellowship-trained in female urinary incontinence who can provide the next level of care. Physicians who are board-certified in female pelvic medicine and reconstructive surgery are either urologists or gynecologists who complete an additional focused fellowship in surgical options for urinary incontinence.

Incontinence affects 25 million people in the United States. On average, people live with symptoms for six to nine years before seeking care.

Incontinence is the No. 1 reason women are admitted to nursing homes.

Pelvic Health – Incontinence and Female Stress Complications – Inpatient (observed rate)

Female Stress Complications
(Lower is better)

- FY 2013: 3.85 (HHC), 1.75 (Peer)
- FY 2014: 4.17 (HHC), 8.41 (Peer)
- FY 2015: 8.33 (HHC), 8.87 (Peer)
Because of our expertise, we see the highest volume of cases statewide for a number of conditions, including kidney cancer.

The Tallwood Urology and Kidney Institute, in conjunction with the Hartford HealthCare Cancer Institute, is a tertiary referral center for the state of Connecticut and New England. Our team of fellowship-trained urologists, nephrologists and oncologists care for the most complex kidney cancer cases.

Our multidisciplinary team meets regularly for discussions on evidence-based medicine. In addition, the team holds case conferences for decisions on patient-specific treatments and planning with experts from across the system and from Memorial Sloan Kettering.

![Kidney Cancer Complications – Inpatient (observed rate)](chart.png)
In prostate cancer care, the ability to make decisions about care is enhanced with state-of-the-art equipment. MRI and ultrasound fusion equipment can more accurately take biopsies of suspected prostate cancer and identify disease progression.

According to the National Institutes of Health, there are approximately one million prostate biopsies done in the U.S. every year, with 240,000 men being told they have prostate cancer. Because current traditional techniques of biopsy don't involve full "sight," (meaning there is some uncertainty as to exactly what tissue is being extracted), 23 percent of men with a negative biopsy actually have cancer. This new imaging equipment enables physicians to make a precise diagnosis. It merges ultrasound with MRI to create a 3-D image, so they can see the entire biopsy area. For patients under active surveillance – where prostate cancer is being monitored but not yet under treatment – this equipment will help doctors make confident treatment decisions.

There are many treatment options available for men with prostate cancer including active surveillance, radiation and surgery. When compared to leading institutions Hartford HealthCare has considerably lower complication rates for patients with prostate cancer.
The Tallwood Urology and Kidney Institute is a national leader in robotic urologic surgery. The urologic robotic surgery program, led by Dr. Joseph Wagner, includes 10 robots across Hartford HealthCare.

This technology, coupled with the expertise and experience of the Institute’s urologists, has resulted in complication rates that are consistently well below the national average.

Robotic surgical systems have a 3D high-definition vision system (which provides a highly magnified, up close view), special instruments and computer software which provide the surgeon with enhanced vision, precision, dexterity and control. These features allow surgeons to perform precise, minimally invasive procedures that would be extremely difficult to perform with standard laparoscopic techniques.

Compared to open surgery, many studies have shown that patients undergoing robotic surgery may have less bleeding and blood transfusions, faster recovery times, less need for narcotic pain medications and less scarring.
Growth in practices, talent and community outreach

In the past year, we continued to grow and build on our reputation as one of the best urology programs, with a major focus on quality, patient satisfaction, market share and community outreach.

We augmented our capabilities with two new urology practices, one in New London and one in Manchester. We also added four new physicians, including Dr. Paul Pyo in central Connecticut; Dr. Jared Bieniek in the Hartford region; Dr. David Crowley will join the East region and Dr. Abram D’Amato will join the Hartford region in 2016, both as general urologists.

In 2015, we piloted a robotic simulation training program in CESI (Hartford HealthCare’s simulation training center) with fellows from Memorial Sloan Kettering to enhance the educational experience of the next generation of surgeons.

Our specialists have authored a long list of publications, research studies and presentations on topics such as robotic surgery, urologic surgical risk factors, male infertility, prostate cancer and much more. They have been featured in some of the most prestigious medical journals and at national meetings.
Educating our community

Our team believes that educated patients get better outcomes. We have provided 24 community education events this year based on topics our Disease Management Teams identify as valuable information for patients to know about their given disease. Some highlights:

- Men’s Health: the psychology and physiology of sexual function
- Men’s Health: the role of the PCP, urologist and cardiologist in caring for men
- Men’s Health: understanding PSA testing
- Understanding kidney stones
- Understanding prostate cancer
- Understanding bladder cancer
- Understanding kidney cancer
- Understanding female incontinence
- Life after prostate cancer

Educating our team of physicians

We extend the decisions made by our disease management teams to community physicians through our accredited continuing medical education physician programs. Some highlights:

- The role of the PCP in cancer screenings
- The role of the PCP in managing hematuria
- The role of the PCP in follow-up care for patients with urologic cancer
- First-line and second-line treatment for urinary incontinence
- First-line and second-line treatment options for Benign Prostatic Hyperplasia
- Management of kidney stones

Supporting the community

- This year, the Tallwood Urology and Kidney Institute partnered with ZERO Prostate Cancer, a national not-for-profit organization with a mission to eliminate prostate cancer through awareness, research and education. We held one of the most successful first-time ZERO Prostate Cancer awareness events in the country.
About Hartford HealthCare

Hartford HealthCare is Connecticut’s most comprehensive healthcare network. Our fully integrated health system includes a tertiary-care teaching hospital, an acute-care community teaching hospital, an acute-care hospital and trauma center, two community hospitals, the state’s most extensive behavioral health services network, a large primary care physician practice group, a regional home care system, an array of senior care services, and a large physical therapy rehabilitation network. The Hartford HealthCare Cancer Institute provides coordinated care across five cancer centers and is the charter member of the Memorial Sloan Kettering Cancer Alliance.

Today, Hartford HealthCare is creating a better future for healthcare in Connecticut and beyond. We are a community of caregivers engaged in developing a coordinated, consistent high standard of care. We use research and education as partners in care delivery. We create and engage in meaningful alliances to enhance access to services. We invest in technology and training to develop new pathways to improve the timeliness, efficiency and accuracy of our services.

Our vision
To be nationally respected for excellence in patient care and most trusted for personalized coordinated care.

Our values

Caring – We do the kind thing. Every Hartford HealthCare staff member touches the lives of the patients and families in our care. We treat those we serve and each other with kindness and compassion and strive to better understand and respond to the needs of a diverse community.

Safety – We do the safe thing. Patients and families have placed their lives and health in our hands. At Hartford HealthCare, our first priority – and the rule of medicine – is to protect them from harm. We believe that maintaining the highest safety standards is critical to delivering high-quality care and that a safe workplace protects us all.

Excellence – We do the best thing. In Hartford HealthCare, only the best will do. We work as a team to bring excellence, advanced technology and best practices to bear in providing the highest-quality care for our patients and families. We devote ourselves to continuous improvement, excellence, professionalism and innovation in our work.

Integrity – We do the right thing. Our actions tell the world what Hartford HealthCare is and what we stand for. We act ethically and responsibly in everything we do and hold ourselves accountable for our behavior. We bring respect, openness and honesty to our encounters with patients, families and coworkers and support the well-being of the communities we serve.

Visit us at www.hartfordhealthcare.org
Recent Publications & Research Through 2015
For a complete list of publications by our doctors, please visit hartfordhealthcare.org/services/urology-kidney.

PUBLICATIONS

2015


Recent Publications & Research Through 2015

For a complete list of publications by our doctors, please visit hartfordhealthcare.org/services/urology-kidney.


2014


Recent Publications & Research Through 2015

For a complete list of publications by our doctors, please visit hartfordhealthcare.org/services/urology-kidney.


Recent Publications & Research Through 2015
For a complete list of publications by our doctors, please visit hartfordhealthcare.org/services/urology-kidney.


2013


Recent Publications & Research Through 2015
For a complete list of publications by our doctors, please visit hartfordhealthcare.org/services/urology-kidney.


ABSTRACTS/PRESENTATIONS

2015


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2014


2013


Recent Publications & Research Through 2015

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BOOK CHAPTERS


This report represents an important milestone in Hartford HealthCare’s quality-and-safety journey. We strongly believe that our future progress will be linked to the evolution of our Institute Model, which will allow us to integrate a strong customer experience with advancements in clinical quality. We have launched six such institutes: Behavioral Health, Bone and Joint, Cancer, Heart and Vascular, Neuroscience, and Tallwood Urology and Kidney. Each is in a different state of development; Hartford HealthCare’s Cancer Institute was the first to roll out.

Our institutes are not service lines by another name. They have been designed around our patients, and with patients’ needs in mind. Our institutes are becoming the infrastructure of care at Hartford HealthCare. Each institute uses the system’s standard operating model and has a common governance structure. Each is co-led by a physician to ensure that patients and families receive the same high level of clinical excellence across our system. Our institutes have been created to both establish and meet industry-leading quality standards and to continuously raise the bar.

Our vision is to be most trusted by our patients and other customers. That trust is built on clinical excellence. Through our institutes, we are creating a foundation for ever-improving clinical quality available to all the people we serve across Hartford HealthCare.

This report is a sign of our ongoing commitment to quality, transparency and accountability. Thank you for your interest in Hartford HealthCare.

Sincerely,

Jeffrey A. Flaks
Executive Vice President
Chief Operating Officer
Today, consumers are being asked to make healthcare decisions that touch their well-being and their wallets. They want – and deserve – to know the results of care, including complication rates and how experienced we are in treating certain conditions. Every provider claims “high quality” and “comprehensive care.” It’s easy to lay claim to excellence, but the proof is in the data.

While such information is becoming more widely available, especially online, it is often complex and highly variable and difficult for the average consumer to navigate.

Hartford HealthCare is committed to transparency when it comes to reporting our performance, and we understand that the information we provide must be clear, comprehensible and useful. We strive to be among the leaders helping to shape performance-reporting parameters. We want to raise the bar in this new era of consumerism.

We are providing this information in an understandable format and sharing our quality measures in a meaningful way so doctors, patients and their loved ones can make informed, fact-based decisions. In the end, our quality metrics are for our patients.

This report showcases much of the work done by our physicians, other clinicians and support staff across Hartford HealthCare. We have embarked on an incredible journey together to offer highly coordinated, consistently safe care. This outcomes information is another important step. We hope you find it informative and useful.

Sincerely,

Rocco Orlando, MD
Senior Vice President
Chief Medical Officer
Hartford HealthCare
Tallwood Urology and Kidney Institute
80 Seymour Street
Hartford, CT 06102

To find a Hartford HealthCare physician at the Tallwood Institute, call 1.855.HHC.HERE

Learn more about our services and providers at hartfordhealthcare.org/services/urology-kidney