MISSION: To improve the health and healing of the people and communities we serve.

VISION: Most trusted for personalized coordinated care.

VALUES: Integrity, Caring, Excellence, Safety
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By necessity, an annual “State of the System” book is a snapshot. Briefly — in text, photos and figures — it shows that people of Hartford HealthCare again have chalked up great successes on behalf of the people and regions we serve.

This snapshot reveals many specific achievements from the year past. We have sustained national leadership in hand-hygiene compliance. Our ongoing CareConnect conversion to the Epic electronic health record has been marked by competence, confidence and cooperation. The launch at Hartford Hospital, for example, placed us among the top 5 percent of Epic organizations. We have added internationally recognized clinical leaders to our already impressive roster of healers. And we have received numerous awards and honors for the care we provide across the continuum.

But I hope you will see beyond the many significant accomplishments of a single year and view 2016 as I do — as a milestone in an eight-year journey toward true integration, care coordination and dependable, high quality.

When I arrived in 2008, I said that we all should “look in the mirror.” We used that moment of honesty and accountability to reinvent ourselves. We created a single set of values, a shared vision and mission and a common language through How Hartford HealthCare Works (H3W). The H3W platform was further enriched through Leadership Behavior training, Lean and high-reliability training. And we hard-wired it as our Operating Model — as the way we work. Over these years, we have had the privilege of adding new partners such as The Hospital of Central Connecticut and Backus, as we increased access for Connecticut’s residents. Together, we reduced our cost structure so that we can work toward greater affordability. We became more unified and formed new kinds of organizations across the continuum only possible through disciplined integration. These included our institutes, Integrated Care Partners and Community Network.

Today, our continuum is the state’s most integrated care system. We are a community of more than 18,000 devoted and dedicated individuals who are ready to serve patients and families across the state and to — in the words of our mission — improve their health and healing. Looking back, our vision was incredibly ambitious. And yet, in only eight years, we find ourselves well on our way to making our dream a reality for the people we are honored to serve. It has taken selfless hard work, many sacrifices and extraordinary collaboration.

We are not perfect and we are not done. Our vision is evolving. Today, we aim to be “most trusted for personalized coordinated care.” Over the coming years, our customers will experience our further transformation every time they need us. That exceptional and reliable customer experience will distinguish us from every other healthcare system in the region — and in the country.

I am deeply grateful for — and proud of — all of the achievements described in these pages and for the leadership the employees of Hartford HealthCare have shown in transforming healthcare over the past eight years.

Sincerely,

Elliot Joseph
Chief Executive Officer
Hartford HealthCare
BUILDING our SYSTEM

building smart scale

creating integration
Hartford HealthCare
QUICK FACTS & FIGURES

ACUTE CARE HOSPITALS

Hartford HealthCare
One State Street, Suite 19
Hartford, CT 06103
860.263.4100
hartfordhealthcare.org

- Employees: 17,880
- Transitions from Inpatient Care: 80,609
- Inpatient Days*: 406,512
- ED Visits: 373,855
- Primary Care Visits: 379,438
- Towns in HHC Service Area: 101
- Operating revenue: $2.6 billion

Backus Hospital
326 Washington Street
Norwich, CT 06360
860.889.8331
backushospital.org

- Licensed beds (inc. bassinets): 233
- Transitions from Inpatient Care: 10,607
- Patient Days: 46,555
- ED Visits: 78,199
- Newborn Admissions: 970
- Inpatient Surgeries: 2,214
- Ambulatory Surgeries: 6,334
- Employees: 1,849
- Physicians on Staff: 310
- Volunteers: 450
- Operating revenue: $305.8 million

Hartford Hospital
80 Seymour Street
Hartford, CT 06102
860.545.5000
hartfordhospital.org

- Licensed beds (inc. bassinets): 865
- Transitions from Inpatient Care: 43,336
- Patient Days: 233,354
- ED Visits: 107,420
- Newborn Admissions: 3,843
- Inpatient Surgeries: 12,565
- Ambulatory Surgeries**: 32,649
- Employees: 6,739
- Physicians on Staff: 1,303
- Volunteers: 870
- Residents/Fellows: 695
- Medical Students: 223
- Operating revenue: $1.1 billion
Licensed beds (inc. bassinets): 446
Transitions from Inpatient Care: 13,940
Patient Days: 65,105
ED Visits: 103,136
Newborn Admissions: 1,579
Inpatient Surgeries: 3,165
Ambulatory Surgeries**: 6,154
Employees: 2,231
Physicians on Staff: 652
Volunteers: 297
Residents/Fellows: 117
Operating revenue: $373.4 million

MidState Medical Center

435 Lewis Avenue
Meriden, CT 06451
203.694.8200
midstatemedical.org

Licensed beds (inc. bassinets): 156
Transitions from Inpatient Care: 8,511
Patient Days: 34,124
ED Visits: 51,903
Newborn Admissions: 834
Inpatient Surgeries: 1,805
Ambulatory Surgeries**: 4,820
Employees: 1,008
Physicians on Staff: 396
Volunteers: 200
Operating revenue: $229.9 million

* Includes Natchaug Hospital  ** Includes joint venture ambulatory surgery center volumes (Glastonbury, Southington)
Hartford HealthCare

QUICK FACTS & FIGURES

Institute of Living

200 Retreat Avenue
Hartford, CT 06106
860.545.7000
instituteofliving.org

Transitions from Inpatient Care: 3,723
Inpatient Days: 37,701
Outpatient Visits (PHP/IOP/OP): 8,007
Employees: 643

The Institute of Living was the first hospital of any kind in Connecticut. Now a division of Hartford Hospital, it provides a wide range of comprehensive behavioral health services.

Natchaug Hospital

189 Storrs Road
Mansfield Center, CT 06250
860.456.1311 or 800.426.7792
natchaug.org

Transitions from Inpatient Care: 1,990
Inpatient Days: 18,780
Outpatient Visits (PHP/IOP/OP): 61,364
Employees: 515
Interns: 27
Volunteers: 15
Operating revenue: $51.6 million

Natchaug offers inpatient and outpatient behavioral health and chemical dependency services for children and adults.

Rushford

883 Paddock Avenue
Meriden, CT 06450
1.800.542.4791
rushford.org

Residential Days: 35,176
Outpatient Visits (PHP/IOP/OP): 77,495
Employees: 387
Interns: 31
Volunteers: 27
Residents/Fellows: 2
Operating revenue: $31 million

Rushford offers treatment of addiction and behavioral health disorders in adults and adolescents, as well as drug prevention and youth development.
Hartford HealthCare Medical Group

1290 Silas Deane Highway
Wethersfield, CT 06109
860.545.7188
hartfordhealthcaremedicalgroup.org

Office Locations: 48
Physicians: 192
Mid-Level Providers: 92
Employees: 1,045
New Primary Care Patients: 36,258
Primary Care Visits: 322,965
Operating revenue: $124.3 million

Provider of primary care, surgical care, urgent care and specialty medicine.

Integrated Care Partners

1290 Silas Deane Highway
Wethersfield, CT 06109
860.972.9051
integratedcarepartners.org

Provider Members (Including primary care providers): 1,872
Primary Care Provider Members: 374
Operating revenue: $6.3 million

Founded in 2013 with a mission of becoming a clinically integrated, physician-run organization delivering value-based population health, Integrated Care Partners (ICP) brings together community private-practice and Hartford HealthCare (HHC) employed physicians. ICP includes more than 1,800 provider members, of which approximately 400 are primary care providers, and is a recognized leader in Connecticut in working to manage population health. This includes meeting quality metrics related to coordinating care and keeping patients healthy to improve their quality of life and the overall well-being of our communities.
Hartford HealthCare

QUICK FACTS & FIGURES

Hartford HealthCare at Home

Home Care
1290 Silas Deane Hwy., Suite 4B
Wethersfield, CT 06109
860.249.4862
hhcathome.org

Total Admissions: 19,425
Employees: 1,101
Volunteers: 74
Branch Offices: 7
Operating revenue: $91.6 million

Hartford HealthCare at Home is a not-for-profit home care agency. It specializes in home nursing and hospice services as well as non-medical services through Independence at Home.

Hartford HealthCare Rehabilitation Network

Rehabilitation
181 Patricia M. Genova Drive
Newington CT 06111
860.696.2500
rehab.hartfordhealthcare.org

Patient Care Visits***: 838,125
Employees: 537
Operating revenue: $25.3 million

The HHCC Rehabilitation Network provides physical rehabilitation services, including physical therapy, occupational therapy, speech and language therapy, pathology and athletic training across the continuum and in community settings.

Hartford HealthCare Senior Services

80 Meriden Avenue
Southington, CT 06489
860.378.1219
hhcseniorservices.org

Skilled Nursing Beds: 354
Apartments: 332
Employees: 985
Volunteers: 160
Operating revenue: $31.4 million

Includes: Hartford HealthCare Center for Healthy Aging: senior resource/assessment center; The Orchards at Southington: independent and assisted living; Arbor Rose at Jerome Home: independent and assisted living, memory care; Mulberry Gardens of Southington: assisted living, memory care, adult day center, Marian Heights Adult Day Center: medical model adult day program, Jerome Home: skilled nursing, residential care home; Southington Care Center: skilled nursing; Cedar Mountain Commons: independent and assisted living; Jefferson House: skilled nursing

*** Includes Managed Services Organization
HHC Location Type

- Ambulatory Surgery
- HHC Hospital
- Integrated Care Partners
- Primary, Urgent, Specialty Care
- HHC Behavioral Health Facility/Program
- HHC at Home
- Rehabilitation
- Senior Health Services
- HHC Service Area

Hartford HealthCare
SERVICE AREA

0 7.5 15 Miles

NEW YORK
Hartford HealthCare

- Hartford HealthCare was named by Connecticut Magazine as a great company to work for.

- The system’s “A” rating and “stable” outlook were affirmed by the Standard & Poor’s (S&P) bond-rating agency.

- Established Hartford HealthCare Neuroscience Institute, Heart & Vascular Institute, and Bone & Joint Institute to standardize and streamline patient care across the system by bringing together specialists and increasing collaboration and care coordination.

- Established the Hartford HealthCare Headache Center, led by Dr. Brian Grosberg, a world-renowned neurologist specializing in headache treatment. The Headache Center was awarded the first-ever Migraine Research Foundation “Impact” Award, a $250,000 grant designed to fund leading-edge research on status migrainosus, a severe form of migraine that lasts longer than three days.

- For patient convenience and to reduce costs, opened the Hartford HealthCare Community Pharmacy at Hartford Hospital to provide full prescription services for inpatients and those using ambulatory services.

- Implemented the Epic electronic medical record system at several member organizations, including Hartford HealthCare Medical Group, MidState Medical Center, Hartford Hospital and Windham Hospital with further implementations upcoming at The Hospital of Central Connecticut and Backus Hospital.

- Appointed Dr. Peter Paul Yu, a national leader in cancer education and research, as the first physician-in-chief of the Hartford HealthCare Cancer Institute. Dr. Yu was director of cancer research for the Palo Alto Medical Foundation, California. He is affiliated with the Memorial Sloan Kettering (MSK) Cancer Center.
and has served as director of health informatics for the MSK Cancer Alliance, of which Hartford HealthCare is the charter member.

- Named Dr. Sabet W. Hashim as co-physician-in-chief of the Hartford HealthCare Heart & Vascular Institute. Dr. Hashim is an international leader in cardiac surgery and works collaboratively with internationally recognized cardiologist Dr. Paul Thompson, co-physician-in-chief. Dr. Hashim has the largest mitral-valve practice in Connecticut, having performed more than 1,500 mitral-valve repairs and 10,000 open-heart procedures.

- Appointed Ed Sauter, MD, PhD, a highly accomplished breast surgeon as director of breast surgery, Hartford HealthCare Cancer Institute. While with the University of Texas Health Center at Tyler, he served as director of cancer treatment and prevention and built an international reputation as a world-class surgeon, scientist, medical educator and physician administrator.

- Named Mariane Carna, RN, MSN, system vice president for the Heart & Vascular Institute. While with Yale-New Haven Hospital, she established a heart and vascular service line for the hospital and Yale Medical Group.

- Adopting best practices, Hartford HealthCare implemented a Plain Language Emergency Communications Program throughout the system to replace 33 code words and phrases formerly used to communicate eight types of emergency incidents. Hartford HealthCare is among the first in the state to implement plain language to improve public safety, security and emergency management.

- The Hartford HealthCare Human Research Protection Program achieved full accreditation status from the Association for the Accreditation of Human Research Protection Programs.

**Backus Hospital**

- Constructed a new unit specifically for orthopedic patients which includes 20 private rooms and a suite for physical therapy.

- Added endoscopic ultrasonography, an advanced, minimally invasive procedure for identifying and diagnosing problems in the abdomen and gastrointestinal tract.

- Added rehabilitation services, including physical therapy and occupational therapy, at the Backus Family Health Center in Norwichtown.

- Broke ground on a center for specialty care in Plainfield. The 40,000-square-foot facility will house primary care, cardiology, specialty care, an infusion center and retail pharmacy.

- Received “top performer” recognition by The Joint Commission for scores on specific healthcare quality measures, including performance on evidence-based care processes for the treatment of heart attack, pneumonia and stroke.

- Named an Anticoagulation Center of Excellence by the National Anticoagulation Forum for the high level of care provided to patients on antithrombotic medications, which help reduce blood clotting and coagulation.

- Named a “Most Wired” hospital for the sixth year by Hospital and Health Networks, the magazine of the American Hospital Association. The award signifies a hospital’s commitment to technology and improving the efficiency of care delivery.

- Trauma center re-verified as a Level III Trauma Center by the Verification Review Committee of the Committee on Trauma, American College of Surgeons.

- Developed relationships with physician assistant programs at Quinnipiac University, the University of Bridgeport and University of Saint Joseph to host students during rotations in Emergency Medicine, Surgery and Internal Medicine.

- Partnered with ShopRite supermarket in Norwich on the Just Ask program to connect people across the region to healthier eating.

- Recognized by the American College of Surgeons National Surgical Quality Improvement Program for achieving meritorious outcomes for surgical patient care in 2016.
A YEAR of SYSTEM-WIDE accomplishments

Windham Hospital
- Implemented the Epic electronic health record to consolidate all patient medical records into one record available to all care providers and to patients, thus reducing the risks of duplicate testing and medication errors, improving care coordination and reducing costs.
- Became the first Hartford HealthCare hospital to implement PeriGen, a new fetal monitoring technology designed to increase safety for women during delivery.
- Expanded space for the Integrative Health Program to promote overall health and well-being for patients and employees.

• Added the Hartford HealthCare Center for Healthy Aging at Windham Hospital, geared toward helping seniors and their families connect with programs and services to maintain health and wellness. The center offers home visits for assessments and a resource coordinator to help seniors get access to healthcare services, such as primary care, nutrition, exercise and behavioral health.

MidState Medical Center
- MidState earned top honors for quality stroke care. The American Heart Association/American Stroke Association recently awarded MidState with a Stroke Gold Plus Achievement Award.
- The Hartford HealthCare Cancer Institute at MidState received formal certification from the American Society of Clinical Oncology for maintaining the highest standards of quality and evidence-based cancer care.

- Implemented the Epic electronic health record to improve patient care management by transitioning to one medical record for each patient that all caregivers and the patient can view, thus reducing the possibility of duplicate testing and medication errors, as well as costs.
- Recognized by LifeChoice Donor Services for achieving gold-level recognition with the United States Health Resources and Services Administration for its organ, eye and tissue donation and registration efforts.
- Cardiac rehabilitation program earned three-year recertification from the American Association of Cardiovascular and Pulmonary Rehabilitation (AACVPR). AACVPR-certified programs are recognized as leaders in the field of cardiovascular and pulmonary rehabilitation.

The Hospital of Central Connecticut (HOCC)
- Certified by the American Heart Association with The Hospital of Central Connecticut with a Mission: Lifeline® Gold Plus Receiving Quality Achievement Award for implementing specific quality improvement measures treating patients who suffer severe heart attacks.
- Received one-of-a-kind Safe Sleep certification from the National Safe Sleep Hospital Certification Program as a Gold Certified Safe Sleep Champion.
- Launched a Women’s Heart Wellness Center at the Bradley Memorial Campus in Southington.

• A brand new Movement Disorders Center opened in Cheshire in July 2016.
• Named by Healthgrades as a recipient of a 2016 Distinguished Hospital Award for Clinical Excellence. Award is given to 260 hospitals throughout the United States for performing in the top 5 percent for at least 21 of 32 common inpatient conditions and procedures.

• Earned Get With The Guidelines®-Heart Failure Silver Quality Achievement Award for implementing specific quality improvement measures outlined by the American Heart Association/American College of Cardiology Foundation’s secondary prevention guidelines for patients with heart failure.

• Cardiac rehabilitation program at the New Britain campus earned three-year recertification from the American Association of Cardiovascular and Pulmonary Rehabilitation (AACVPR). AACVPR-certified programs are recognized as leaders in the field of cardiovascular and pulmonary rehabilitation.

• Recognized by LifeChoice Donor Services for achieving gold-level recognition with the United States Health Resources and Services Administration for its organ, eye and tissue donation and registration efforts between August 2014 and May 2015.

• Petit Family Foundation pledged $100,000 to the Hartford HealthCare Cancer Institute at HOCC.

• Renovated the Cardiology Department at the New Britain campus, putting all services in one space for patient convenience and care coordination.

• HOCC was rated by U.S. News & World Report as one of the Best Hospitals for Common Care and as high performing in the treatment of chronic obstructive pulmonary disease (COPD).

• Named a “Most Wired” hospital by Hospital and Health Networks, the magazine of the American Hospital Association. The award signifies a hospital’s commitment to technology and improving the efficiency of care delivery.

• Launched new software program, Glucommander, to provide support in administration and maintenance of IV insulin. Program uses a sophisticated algorithm to calculate patients’ precise insulin doses based on response to insulin therapy.

• Food and Nutrition Services rolled out a hospital-wide, on-demand dining service program at the New Britain campus. Patients call the diet hotline from their room phone to request the service.

Hartford Hospital
• Once again ranked by U.S. News & World Report as among the nation’s best hospitals. Ranked No. 1 in the Hartford metro area and high performing in diabetes and endocrinology, gastroenterology and GI surgery, nephrology, orthopedics, and pulmonology.

• Named by Becker’s Hospital Review as one of the top 100 hospitals in the country for cancer care. Recognized by the American College of Surgeons National Surgical Quality Improvement Program for meritorious outcomes for surgical patient care.

• Recognized with the Platinum Award for promoting enrollment in state organ donor registries in a national campaign sponsored by the U.S. Department of Health and Human Services’ Health Resources and Services Administration.

• The Center for Education, Simulation and Innovation (CESI) recognized by Becker’s Hospital Review as one of the top 50 Great Innovation Programs in the country.

• LIFE STAR air-ambulance service named the first air-medical, critical-care transport team in the nation to receive the prestigious American Association of Critical-Care Nurses Beacon Award for Excellence. The award is traditionally given to hospital intensive care units.

• While continuing to treat a high volume of complex patients, successfully deployed the Epic electronic health record and rated 5 out of 5 by Epic for outstanding implementation.

• First hospital in the United States to perform heart and kidney transplants in a single patient.
A YEAR of SYSTEM-WIDE accomplishments

• Announced the opening of the state-of-the-art Hartford HealthCare Bone & Joint Institute (BJI) at Hartford Hospital, which brings all aspects of musculoskeletal care together under one roof.

• Named one of only four Connecticut hospitals to receive Healthgrades’ Distinguished Hospital Award for Clinical Excellence for performing in the top 5 percent nationwide for outcomes for a number of common procedures and conditions.

• Treated more than 6,100 patients transferred from other hospitals.

• 25,000-square-foot expansion of the Center for Education, Simulation and Innovation (CESI), a world-renowned training center, was completed, further differentiating HH as a leader in medical technology and training.

• Added 14 intensive care rooms; renovated 16 labor and delivery and 38 post-partum rooms.

• Named a 2016/2017 Consumer Choice Award winner by the National Research Corporation.

• Opened a Family Health Center in Vernon, housing Hartford HealthCare Movement Disorders Center, primary and specialty care, rehabilitation services, and Hartford HealthCare at Home.

• Researchers from 16 departments/divisions published 291 papers and submitted 87 scientific abstracts/presentations during the year.

• Research revenue for FY16 totaled nearly $10 million, with funding from federal, state, foundation, industry and internal grants.

• U.S. Department of State re-designated Hartford Hospital as a sponsor for the exchange visitor research scholar program. Four physicians from Qilu Hospital, China, visited as part of program.

• Major research collaborations with the National Institutes of Health, Memorial Sloan Kettering Cancer Center and Johns Hopkins Medical School and partnerships with drug and device clinical research trials continue to advance standards of medicine through innovative treatments, providing more options for patients.

• Center for Education, Simulation and Innovation (CESI) trained more than 11,000 medical professionals, including Israeli paramedics, U.S. Navy medical personnel, local law-enforcement officers, U.S. Army and National Guard personnel, as well as medical providers from Europe and South America.

• Hospital researchers selected as investigators for the REGAIN Trial, a Patient-Centered Outcomes Research Institute-funded multicenter clinical research study to evaluate post-operative patient outcomes and independence levels following surgery with general or regional anesthesia.

• Researchers from Urogynecology and Gynecologic Oncology programs selected to participate in a Patient-Centered Outcomes Research Institute funded multicenter study to evaluate and treat incontinence in women with uterine cancer.

• Hartford Hospital leads the way in the state in the percutaneous treatment of high-risk patients.
with severe functional mitral regurgitation with MitraClip therapy as part of the COAPT Trial. The COAPT Trial in the U.S. and Canada is studying an investigational device in patients with functional mitral regurgitation who are not appropriate candidates for mitral valve surgery.

- Hartford Hospital Rehabilitation Network received three-year accreditation from the Commission on Accreditation of Rehabilitation Facilities.

- Cardiac Rehabilitation Program received national certification.

- Hospital recognized by the American Heart Association and American Stroke Association as a Get with the Guidelines®-Stroke GOLD PLUS Achievement Award and as a Target: Elite Stroke™ Program for 2016.

- Chest Pain Center is first in New England and only the fourth in the nation to receive dual accreditation from the Society of Cardiovascular Patient Care in Percutaneous Coronary Intervention (coronary angioplasty) and Resuscitation.

- Performed a world first with a new catheter ablation technique pioneered at Henry Ford Hospital in Detroit.

- First hospital in the region to offer MAKOplasty, a minimally invasive surgical procedure for knee or hip replacement using a robotic arm, enabling quicker recovery; additionally, first hospital in the state and one of the first in the nation to use MAKOplasty for total knee replacement.

- Sleep Center performed the first hypoglossal nerve stimulation — a minimally invasive outpatient procedure for the treatment of sleep apnea — the first treatment of its kind approved by the Food and Drug Administration and the only advance in treatment in years.

- Performed first “Visualase” case, a new laser procedure to treat metastatic brain tumors.

- Neurosurgery performed the second-ever reported (in the world) awake craniotomy in a pregnant woman who had a brain tumor near her language areas.

- Cardiology Department completed a first in Connecticut when they delivered a TAVR via the left carotid artery.

- Cardiac Surgery and the Electrophysiology Division of the Department of Cardiology performed the first three minimally invasive Maze procedures.

- Performed the region’s first total shoulder replacement outpatient surgery.

- Hartford HealthCare Cancer Institute at Hartford Hospital celebrated the 25th anniversary of the Helen & Harry Gray Cancer Center, the first cancer center in the Northeast selected as a National Cancer Institute Community Cancer Center.

- Tallwood Urology & Kidney Institute partnered with Interventional Radiology to introduce new treatment options for men with enlarged prostates.

- Over 10 days in April, the transplant team transplanted one heart, six kidneys and five livers, events that require the collaboration of almost every hospital department.

- Through the Hartford Consensus, Hartford Hospital continues to lead the way in training the public to take action quickly to stop the bleeding in victims of a mass-casualty or active-shooter event.

- The hospital’s nearly 830 volunteers contributed more than 106,000 hours of service to more than 237 areas of the hospital.

- The 25th annual Black & Red featuring the band Chicago raised more than $1 million for the HHC Bone & Joint Institute at Hartford Hospital.

**Behavioral Health Network (BHN)**

- Responded to the opioid crisis with great urgency, expanding resources and access to care through the MATCH™ (Medication Assisted Treatment Close to Home) program, which added new outpatient facilities in Cheshire, Avon and Meriden, and renovated existing facilities in Groton and
A YEAR of SYSTEM-WIDE accomplishments

Killingly. MATCH locations provide medication-assisted treatment, detoxification, counseling and integrative therapies, with several locations treating teenagers as young as 16.

- The Hartford HealthCare Behavioral Health Network placed 12 mental health clinicians in primary care practices as part of the Primary Care-Behavioral Health Initiative. Also received $100,000 grant from the Connecticut Health Foundation to support the development of the data and analytic platform for the initiative.

- HHC BHN President Pat Rehmer joined Gov. Dannel Malloy, members of the White House Office of National Drug Control Policy and other medical professionals, educators and law-enforcement officials in Hartford for a community discussion on the national prescription drug and heroin epidemic — part of the White House’s community forum series on drug abuse.

- The BHN participated in numerous public forums in the national, state and community fight against heroin and opioid addiction, and continued its popular National Dialogue on Mental Health series.

- The 32-bed inpatient unit at The Hospital of Central Connecticut reduced by 20 percent the number of seclusions and violent restraints.

- The HOCC Outpatient Counseling Center received re-certification for its Victim of Crimes and Abuse Program.

- Produced “Hope After Heroin” half-hour television show, which focused on positive stories of recovery and featured Behavioral Health Network clients and clinicians.

- Successfully launched Epic electronic medical record at IOL, Natchaug and MidState, as well as the Accumed electronic medical record at the Outpatient Counseling Center at The Hospital of Central Connecticut (HOCC).

- In collaboration with the Women and Infant’s Service Line, HOCC Outpatient Counseling Center Clinicians and management team developed and implemented the Neonatal Abstinence Syndrome Project.

- HOCC celebrated its one-year anniversary with its expanded adult inpatient unit the end of June 2016.

- The Backus Hospital Psychiatric Services D-1 Inpatient Unit increased its average capacity from 72 percent to 96 percent in FY2016.

- Due to increased capacity and a change in culture, the Backus D-1 Inpatient Unit achieved seven of 12 months with zero restraint or seclusion events, including 119 days in a row through the first month of FY17.

Institute of Living

- IOL Psychiatrist-in-Chief Harold I. (Hank) Schwartz, MD, and IOL clinician Jeanne Kessler were recognized as Healthcare Heroes at the 2016 annual meeting of the Connecticut Hospital Association for their work on behalf of patients. Dr. Schwartz also served on the Insurance Commissioner’s Task Force on Mental Health Parity.

- Child and Adolescent Day Treatment Program introduced a program to provide early intervention services for 13- to 18-year-olds with psychotic spectrum disorders.

- Established the Peripartum Mood Disorder Program with a grant from the Hartford Foundation for Public Giving. Program implemented thanks to collaboration among IOL, Women’s Health at Hartford Hospital and OB/GYNs in the community.

- Researchers at the Olin Neuropsychiatry Research Center at the Institute of Living were awarded a multimillion-dollar grant from the National Institute on Drug Abuse to study the effects of smoking marijuana on the brain and the driving risk. In the 15 years since the Olin Neuropsychiatry Research Center opened, IOL researchers have generated almost $79 million in research funding.
• IOL established the IDEA team — staff members serving as consultants and responding to all escalating behavioral incidents. Through the IDEA team and other measures, the IOL reduced its restraints rate by a remarkable 70 percent.

• Took a lead role in adopting and implementing the Zero Suicide initiative, which sets an organizational goal in which no suicides take place over the course of the year. The initiative seeks to prevent suicides by closing gaps in patient care and increasing follow up communication with patients.

• David Tolin, MD, served on the Connecticut Task force to study hoarding.

Natchaug
• One of 34 nonprofit organizations to be awarded a grant from Connecticut’s Nonprofit Grant Program, created to help nonprofits improve delivery of their services to the community. Natchaug used the $75,000 grant to expand its Sachem House and Mansfield Young Adult programs to make the programs more accessible to clients.

• Opened an Older Adult Program at the new Hartford HealthCare Center for Healthy Aging at Windham Hospital to offer treatment for men and women 55 and older struggling with mental health or substance abuse.

• Expanded capacity for Medication Assisted Treatment Close to Home (MATCH) locations in Dayville, Groton and Mansfield so more people struggling with opioid addiction can be treated.

• Moved the Sachem House adult and young adult programs in Mansfield to a new building that offers additional program space, offices and parking.

• Rolled out Epic, the new Hartford HealthCare electronic medical record, on the child, adolescent and adult inpatient units, eliminating the need for multiple medical charts and redundant paperwork and improving patient safety.

• Participated in and organized numerous community conversations about mental health and addiction, including a National Dialogue forum in Enfield featuring former NFL player in recovery Jeff Hatch.
A YEAR of SYSTEM-WIDE accomplishments

**Rushford**
- Opened new MATCH programs in Cheshire and Avon for the treatment of substance use, including heroin and opiates, and co-occurring disorders. Began providing MATCH for Medicaid clients in the Meriden-Wallingford region through the Community Behavioral Health Center.
- Rushford’s Addiction Medicine Fellowship Program was formally recognized by the American Board of Medical Specialties and expanded to include Natchaug Hospital, doubling in size by graduating two fellows in 2016.
- Rushford physicians partnered with the American Academy of Pediatrics CQN Practice Improvement project to address adolescent substance use. In addition, Rushford physicians were seated on the Advisory Board for the Department of Mental Health and Addiction Services, the Alcohol and Drug Policy Council, the Executive Committee for CT Society of Addiction Medicine, Health Assistance InterVention Education Network and the Medical Advisory Committee for the National Council of Behavioral Health.
- Rushford’s state-designated Local Mental Health Authority for the Meriden area started a Young Adult Services program and expanded services to more than 400 residents in the Meriden-Wallingford area.
- Rushford and Natchaug Hospital partnered with Quinnipiac University’s Frank Netter School of Medicine to establish a third-year medical student rotation in psychiatry.
- Drs. J. Craig Allen, Samuel Silverman and Vincent McClain were named to the Hartford HealthCare task force charged with developing a curriculum for safe opioid prescribing and management.
- Celebrated 40th anniversary as a leading provider of substance abuse and addiction services in Connecticut.
- Took the lead in responding to the growing crisis in opioid and heroin overdoses in Connecticut, supporting state legislation, expanding public access to Naloxone (Narcan), initiating and expanding prevention, screening and brief intervention programs educating healthcare providers.
- Hundreds of bus drivers from around the state participated in anti-bullying training led by Rushford Center. Training focused on recognizing bullying and handling it before the situation escalates.

**Integrated Care Partners (ICP)**
- Expanded population management care coordination across our clinically integrated network of community providers, to assist practitioners in coordinating patient care.
- Improved collaboration across the Hartford HealthCare system, for improved patient care experience.
- Implemented weekly Lean for the Care Management team focused on improving patient outcomes.
- Implemented clinical audit tools to ensure adherence to standard care management workflows.
- Participated in and contributed to system congestive heart failure Kaizen to address standard work and reduce readmissions.
- Implemented the PatientPING platform which identifies ICP patients for collaboration and coordinated care transitions to Hartford HealthCare sites from other hospitals, nursing facilities and home health agencies.
- Implemented Crimson Medical Referrals (CMR) platform across 90+ practice sites to improve the bi-directional communication of patient care among primary and specialty care practitioners.
- Expanded the HHC ACO participation and kicked off MIPS/MACRA education for calendar year 2017, which impacts payments in calendar year 2019.

- In collaboration with the Orthopedic Council and key partners at Backus and MidState hospitals, kicked off the comprehensive care for joint replacement bundled payment program and defined governance structure.

- Kicked-off the EPIC Healthy Planet Care Management platform training, for implementation in 2017.

- More than 500 practitioners were credentialed through ICP to meet the NCQA regulations.

- In collaboration with the Hartford HealthCare Behavioral Health Network, embedded behavioral health clinicians in more than a dozen Hartford HealthCare Medical Group and ICP affiliated primary care practices. In this patient cohort, increased access to behavioral healthcare resulted in improvements in patient health conditions, reduced Emergency Department utilization and inpatient admissions.

**Community Network**

- Jefferson House launched the grant-funded Telerehabilitation Program under the direction of Christopher Peterson, Hartford HealthCare Rehabilitation Network, PT, DPT, principal investigator and Telerehabilitation Program director, and Kathleen Sullivan, MSPT, MHA, Jefferson House director of rehabilitation and co-investigator. This is the first-ever telerehabilitation program in the context of a post-acute care continuum in a US-based healthcare system. Hartford HealthCare at Home worked with the team to help patients get set up with the program once they returned home.

**Hartford HealthCare Senior Services**

- The GoodLife Fitness program opened at Cedar Mountain Commons and Windham Hospital.

- Cedar Mountain Commons celebrated 15 years in May 2016.

- Jefferson House received a grant to fund a geriatric clinical pharmacist, a new model of care focusing on comprehensive medication therapy management, reducing medication-related problems, and improving care transitions to ultimately help reduce preventable emergency department visits and hospital readmissions.

- The Orchards at Soutthington received the state of Connecticut’s 2016 GreenCircle Sustainability Award in the business category on May 23.

- Jefferson House, through the Jefferson House Endowment Fund, in conjunction with HHC Senior Services Dementia Committee, launched Memories and More, an impactful program geared to residents with dementia.

- Hartford HealthCare Center for Healthy Aging opened at Windham Hospital partnering with Behavioral Health Services.

- Soutthington Care Center and Jerome Home each achieved an overall Five Star Quality Rating from Center for Medicare and Medicaid Services.

**Hartford HealthCare Rehabilitation Network**

- Acquired a lymphedema practice, Therapeia, bringing in new experts in treatment, improving our access for patients in need of lymphedema services, expanding our specialty service offerings and increasing our ability to share best practices within our network.

- Opened a new outpatient clinic within Backus Hospital Rehabilitation Network in Norwichtown, offering orthopedic rehabilitation.

- Won the silver award at the New England Society of HealthCare for the HHCRN website.

- Opened an outpatient rehabilitation site in the new Hartford Hospital Family Health Center in Vernon, a facility that also includes a center specializing in neurological conditions and movement disorders.

- Celebrated 20 years in December 2015.

**Hartford HealthCare at Home**

- Opened new offices in Bloomfield and Watertown.

- Celebrated 115 years of serving the communities across Connecticut.

- More than 60 HHC at Home RNs received OASIS certifications in FY16.
A YEAR of SYSTEM-WIDE accomplishments

• Won an Award of Excellence at the New England Society for HealthCare Communications.

• Implemented a new person-centered care model focusing on patient experience and outcomes.

**Hartford HealthCare Independence at Home**

• Celebrated 30 years.

• Opened a new office in Glastonbury.

**Hartford HealthCare Medical Group**

• Recruited 20 new primary care providers and 24 urgent care providers to existing and new practice locations, including new primary care practice sites in Old Lyme and Putnam.

• Specialty recruits include 52 new physicians and advanced practice providers in medical and surgical specialties including strategic recruits for the Hartford HealthCare (HHC) Cancer Institute, Heart & Vascular Institute, Neuroscience Institute, and Tallwood Urology & Kidney Institute. Expanded cardiology and vascular services throughout the entire East Region, from Putnam to Plainfield to New London, allowing integrated access to cardiovascular services in an underserved region. Enhanced the Tallwood footprint east to Manchester, creating the largest, most integrated urology service line in Connecticut. Expanded the HHC Headache Center to the Central Region with the hiring of our second headache neurologist.

• Partnered with the HHC Institutes to attract outstanding Institute leadership candidates, collaborated with Hartford Hospital to recruit and hire the new chief of surgery and recruited the first system director of breast surgical services; building a system-wide breast service with consistent, standardized care and cutting-edge research capabilities.

• Created the first Movement Disorders program at Hartford HealthCare attracting two top Movement Disorders specialists within the HHC Neuroscience Institute with offices in Vernon and Cheshire.

• Opened two new Family Health Centers with primary and specialty care practices; increasing the Medical Group's footprint into Vernon and Bloomfield. A third multispecialty office building was opened in Plainville, significantly expanding HHC MG's primary care capabilities and aligning multiple specialties with PCPs for a better patient experience.

• Successfully transitioned specialty practices to Epic electronic medical record in May.

• Expanded and redesigned the organizational structure in both primary and specialty care as part of a new operating model; creating a scalable physician practice infrastructure to support exponential growth.

• Increased access to experienced HHC MG physicians and advanced practice providers by 20 percent.

• Created Advanced Practice Provider 3-month mini-residency training program and Medical Assistant academy to develop new and existing hires.

• Initiated new software, Crimson Medical Referrals, through ICP to further support the ease of care coordination for our patients.

• Completed initial environment of care rounds in all 72 ambulatory sites, initiated safety event reporting for all patients and staff, established first HHC ambulatory High Reliability Organization training curriculum for staff and providers.

• Developed customer service training program in conjunction with HHC's chief experience officer.
Every Moment Matters: Building a Better Experience

Sometimes even the best medicine cannot compete with a favorite meal and a visit with family to make a patient feel better.

That’s what a care team at Backus Hospital discovered recently while caring for a patient who was in isolation for a month recovering from an infectious disease.

Because of strict contact restrictions, the young mother’s three small children could not come to the hospital. They missed each other terribly.

To help them stay in touch, Backus staff members loaned the patient an iPad, allowing her to communicate with her family via FaceTime. They also brought her a care package from her favorite fast-food restaurant.

While the patient was healing physically because she received outstanding medical treatment, she was also feeling better emotionally because she was receiving compassionate care.

It is this type of small, seemingly insignificant gesture, said East Region President Bimal Patel, that will define Hartford HealthCare over the next three to five years, making it the regional healthcare system where people know they will not only get excellent care, but also that they will truly be well cared for.

In 2016, Hartford HealthCare launched a major, multi-year campaign to transform itself into an organization focused on customer experience. President and COO Jeffrey A. Flaks likened it to a “moon shot.”

“We are talking about creating an organization where empathy is at its very heart,” Flaks told system executives gathered at regional quarterly Leadership Forums in October. “Every leader will have personal goals relative to how we improve the employee and customer experience.”

To help the organization focus on experience, Flaks and system CEO Elliot Joseph introduced our new rally cry — Every Moment Matters. More than a slogan, Flaks said, it’s a reminder that every experience, every interaction, every decision point, every single moment, is an opportunity to display discretionary effort, to be more in the moment, to listen and to demonstrate how much we really care.

Joseph said focusing on the
patient/customer experience is the next step in Harford HealthCare’s journey to become the region’s most trusted health system for personalized, coordinated care. He said the steps the organization has taken over the past eight years – creating our H3W culture of continuous improvement; building a network that provides more outpatient and community care, with less emphasis on inpatient care; and improving quality with initiatives such as hand hygiene — has gotten us ready.

“We touch people hundreds of thousands of times in so many settings,” Joseph said. “When people see our logo, it has a meaning about what touches their heart.”

An Epidemic Takes Hold and We Answer the Call

Growing up, Ben Roche struggled with anxiety and depression. Over the years, he learned to mask his true feelings to his family and friends while excelling in school and sports. Ben began experimenting with drugs and alcohol, and within a year it snowballed. When Ben started taking heroin, his life spiraled out of control.

“When I finally decided to reach out for help, there were so many hands reaching back out to me,” he said.

Ben is proof the opioid epidemic has expanded well beyond the inner cities — it is impacting young and old, men and women, rich and poor. He is also proof that the Hartford HealthCare Behavioral Health Network’s efforts, including the MATCH™ (Medication Assisted Treatment, Close to Home) program, are working. Ben is now back in college and hopes to one day help others fighting the disease.

Overdose-related deaths from opioids and heroin reached new heights in the past year, as Connecticut and the rest of the nation saw skyrocketing numbers of people falling victim to addiction.

The HHC BHN responded to the crisis with great urgency, expanding resources and access to care through the MATCH program, which added new outpatient facilities in Cheshire, Avon and Meriden, and renovated existing facilities in Groton, Mansfield, and Dayville. There are now eight Rushford and Natchaug MATCH locations in Connecticut, with plans for more. Several locations treat teenagers as young as 16. MATCH includes treatment with medications, such as Suboxone, as well as related services including detoxification, counseling and integrative medicine. An accompanying ad campaign has generated hundreds of phone calls to the MATCH hotline since its launch in March.

In addition, BHN experts and leaders took every opportunity to educate our communities about the crisis, appearing frequently in the news media and at community forums across the state; educating physicians on the latest best prescribing practices; and working closely with state and national legislators to draft and support legislation meant to address the problem.

With expertise and support from the BHN, the state approved new laws that would make it harder for those addicted to prescription pain medication to “doctor shop” as a way to obtain opioids, while another new law expanded access to Naloxone, also known as Narcan, a drug that can help reverse the symptoms of an overdose.

Despite many negative media reports about the opioid epidemic, the BHN’s focus has been on hope and recovery. In fact, recovering clients whose lives have been transformed by the care they received within the Behavioral Health Network were the focus of a special half-hour television special produced in partnership with the Hartford HealthCare News Service.

“Hope After Heroin: Stories of Recovery” aired on NBC-CT, and a link to the show as well as a listing of resources and information on addiction and treatment services can be found at www.hhchope.org.

“We are enormously proud of the work we are doing to lead the effort against this epidemic of opioid and heroin abuse,” said Patricia Rehmer, president of the BHN. “We believe these stories of recovery offer hope and will motivate people to seek the help they need to overcome their addictions and help them lead normal lives again.”

Ben Roche is back working toward his college degree after receiving treatment for drug addiction from Rushford, which is part of the HHC Behavioral Health Network (BHN). The BHN played a lead role in fighting the opioid epidemic in the past year.
HHC Institutes Play Vital Role:
Now and in the Future

As Hartford HealthCare matures as a system, so does its intense focus on differentiating itself in terms of quality, service, standards of care, reduced variation and especially growth.

The goal is to be at the forefront of the ongoing healthcare transformation.

The HHC Institute Model — which includes dedicated administrative and physician leadership, governance structure, consistent branding, single standards of care, innovation, clinical trials and more — is one key way to get there.

In the past year, there have been numerous signs of success, such as improved coordination of care, shared best practices, alliances with national organizations, enhanced certifications, patient and provider education, more standardized quality metrics and other milestones that will ultimately benefit our patients and customers. Here are specific highlights for each of institute:

Behavioral Health Network (BHN)

Connecticut is a ground zero of sorts for the opioid epidemic. The number of people addicted to heroin and prescription opioids has increased dramatically; a former inner-city problem has spilled into the suburbs. The BHN was swift in its response to the mounting opioid epidemic, creating a new MATCH™ (Medication Assisted Treatment Close to Home) program that includes Suboxone treatment, group and individual therapy and detoxification services. New facilities opened in Cheshire, Meriden and Avon, with more planned in the near future. The BHN also expanded its primary care/behavioral health initiative in which behavioral health clinicians are embedded in primary care practices, a program that has produced extremely positive outcomes for patients. The Institute of Living (IOL) was recognized by U.S. News & World Report for its overall excellence, as well as its reputation for having some of the most talented clinicians anywhere. While the IOL continues to treat some of the most serious and complex cases, it also is at the forefront of treating issues ranging from hoarding to school anxiety. In the acute care sector, a new inpatient unit opened at The Hospital of Central Connecticut in New Britain, which has been at or near capacity ever since.

Bone & Joint Institute

When the Hartford HealthCare Bone & Joint Institute at Hartford Hospital opened in December 2016, it ushered in a new era for musculoskeletal care in New England. The architecturally dramatic inpatient and ambulatory surgery center on the Hartford Hospital campus will be a first-of-its-kind, fully integrated institute. Developed in partnership between Hartford Hospital and Orthopedic Associates of Hartford, it will be a game-changer for patients across Connecticut and beyond. This breakthrough orthopedic institute is a specialty hospital — where the most complex orthopedic cases will be performed. Staffed by extraordinarily talented and experienced clinicians and subspecialists; the Institute provides access to innovative sports rehabilitation and analysis programs that people previously had to travel long distances for; serves patients with major injuries requiring limb-saving surgery as well as weekend warriors, seasoned athletes and Baby Boomers seeking a higher quality of life. The Institute coordinates all aspects of musculoskeletal care, from prevention to surgery and recovery, and offers convenient access to imaging, pain management and a wide array of orthopedic subspecialties — all in one location. Led by Physician-in-Chief Dr. Courtland Lewis, it includes an inpatient building and ambulatory and medical space, including a totally new five-floor, 130,000-square-foot facility; 8 operating rooms, with the capacity to expand to 10; 48 private inpatient beds (with the capability of expanding to 60); diagnostic services; outpatient rehabilitation and wellness areas; ample space for community education and more. The ambulatory and medical space consists of: 75,000 square feet; offices for orthopedics, rheumatology and musculoskeletal specialty care programming; three ambulatory surgery rooms with space for two additional operating rooms. In addition it includes state-of-the-art rehabilitation services and equipment; an antigravity treadmill, training for high-endurance athletes to achieve maximum aerobic capacity; a motion lab with 3D golf swing, pitching motion, running stride and basketball (jumping) analyses; a healthy eating demo kitchen; fragility/fracture prevention clinics, community education programs and screenings for osteoporosis and fall risk.

Hartford HealthCare Cancer Institute

The Hartford HealthCare Cancer Institute (HHCCI) partnered with a nationally known leader in cancer treatment and research when it became the charter member of the Memorial Sloan Kettering Cancer Alliance. Now it has a nationally known physician-in-chief. In the past year, the HHCI recruited Physician-in-Chief Dr. Peter Yu, and also named Dr. Ed Sauter as director of breast surgery. And behind-the-scenes work continued to create the HHCCI’s organizational structure through disease management teams and the pillar leadership structure, both of which continue to drive quality and better outcomes for patients through a single high standard of care. Innovative new programs are under development in collaboration with Memorial Sloan Kettering, including a Bone Marrow Transplant shared care model that will benefit patients across...
Key System INITIATIVES

the HHCCI. This program will help patients get the treatment and education they need no matter where they enter the HHCCI’s system of care. In addition, the Institute continues to offer a growing number of promising MSK clinical trials to patients with a wide range of cancer types, including groundbreaking new approaches such as immunotherapy and precision oncology. As a sign of the Institute’s growing stature as a center of excellence in cancer care, the Hartford HealthCare Cancer Institute at Hartford Hospital was recognized by Becker’s Hospital Review as one of the Top 100 Great Oncology Programs in the country.

Neuroscience Institute

Uncovering the mysteries of the brain is the challenge of modern medicine and the field of neuroscience. Hartford HealthCare has been leading that challenge for decades. Now, the Hartford HealthCare Neuroscience Institute is poised to go to the next level, recruiting nationally renowned physicians and developing innovative programs. In the last year, Dr. Mark J. Alberts was recruited to be the first physician-in-chief of the Hartford HealthCare Neuroscience Institute. Dr. Alberts will work closely with our physicians and staff to ensure patients get the very best, innovative care. Hartford HealthCare also launched a comprehensive headache center. Patients have come from across the country, seeking the care of Dr. Brian Grosberg. The Headache Center welcomed Dr. Abigail Chua, who sees patients at the Meriden location which opened in November, 2016. They often share stories of dramatically improved quality of life — free of the debilitating pain of migraine, a complex neurological disorder. Hartford HealthCare also launched a highly specialized Movement Disorders Center, led by Dr. J. Antonelle de Marcaida and Dr. Duarte Machado. Their team offers hope, along with leading-edge technology to patients suffering from conditions like Parkinson’s disease, Tourette syndrome and other movement disorders. In addition, Dr. Joel Bauman is the only neurosurgeon in Connecticut who performs complex micro-surgeries on injured nerves outside the spine (nerve transfer surgeries for peripheral nerve injuries) and Dr. Brendan Killory performed the first Visualase case, a laser procedure to treat metastatic brain tumors and the second ever reported (in the world) awake craniotomy in a pregnant woman who had a brain tumor near her language areas. All of these newer services and procedures complement a strong foundation of neuroscience care, including the Stroke Center at Hartford Hospital, which received American Stroke Association “Get with the Guidelines” recognition and Joint Commission designation as a Comprehensive Stroke Center, and The Hospital of Central Connecticut Stroke Center, which is designated as a Primary Stroke Center by the Joint Commission.

Heart & Vascular Institute

When patients have cardiac issues, they want to be treated in a place that offers both experience and expertise. The HH Heart & Vascular Institute has that and more, having recruited Co-Physician-in-Chief Dr. Sabet W. Hashim, a nationally known cardiac surgeon who performed the first heart transplant in Connecticut and the first mitral valve repair in New England. Dr. Hashim, who has done more than 1,000 mitral valve repairs in his storied career, shares leadership of the Heart & Vascular Institute as Co-Physician-in-Chief with Dr. Paul Thompson, who is an expert in exercise, heart disease prevention and cholesterol issues. Together, they lead a team of cardiovascular specialists across Hartford HealthCare to help provide world class care to patients as close to home as possible. The Institute leads the state in treating coronary artery disease, the nation’s No. 1 killer, and it ranks among the best organizations nationally for lowest Percutaneous Coronary Intervention (PCI) mortality rates; quality of Coronary Artery Bypass Grafting (CABG); and advanced heart failure survivor rates and infection rates. U.S. News and World Report named the Heart & Vascular Institute among the best regional healthcare organizations for cardiology and heart surgery.

Tallwood Urology & Kidney Institute

Creating a urology and kidney institute was a “tall” order, given the scattered nature of services throughout the region. But the HHC Tallwood Urology and Kidney Institute has done that and more, expanding into new territories and adding new experts. In the past year, Tallwood added three general urologists in Manchester, and general urologists in Hartford and New London. In addition, Tallwood has emerged as the Connecticut ambulatory market leader in the treatment of pelvic health disorders and kidney stones. In partnership with the HHC Cancer Institute, Tallwood is also the market leader for treatment of kidney cancer and prostate cancer. Its Disease Management Team structure has helped it 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. In the area of patient experience, Tallwood is among the best nationwide in the category of physician communications with patients, a crucial aspect of care for patients facing urological and kidney conditions. In addition, under the direction of Dr. Jared Bieniek, Tallwood launched a male fertility program and its robotic surgery program continues to grow, with 10 robots throughout the system and complication rates that are well below the national average.
Being Visible: Hartford HealthCare Productions

There is no doubt that today’s patients are more than patients — they are consumers of healthcare. They have choices. They can quickly compare healthcare systems, physicians and hospitals. Patients are more selective than ever, which is why being visible is more than a marketing strategy; being visible helps define the customer experience and is a strategic growth imperative for Hartford HealthCare.

Being visible means going beyond traditional publicity and marketing plans. That is how and why the Hartford HealthCare News Service was born. Under the direction of Rebecca Stewart, the Hartford HealthCare News Team includes producer, Melissa Dethlefsen; videographer editor, Nick Dethlefsen; and reporter/producer, Tina Varona. Together, the team’s unique skill set delivers the most engaging patient stories and health news with a clear mission: to grow Hartford HealthCare and let the public know what our experts do best. We don’t wait for news coverage, we create it.

This year, productions like Hope After Heroin: Stories of Recovery helped define Hartford HealthCare’s position as a leader in behavioral health. The special was produced entirely in house, with interviews recorded in the Hartford HealthCare production studio. The show profiled compelling patient stories and aired on NBC Connecticut in primetime to critical acclaim, highlighting the remarkable efforts of the BHN and MATCH™ (Medication Assisted Treatment Close to Home) to help communities fight the opioid epidemic. It was later used by the FBI in its efforts to raise awareness of the issue.

A Night of Black & Red put a spotlight on the Bone & Joint Institute, the beneficiary of the Black & Red Gala. Through patient stories and live interviews, the program defined Hartford HealthCare as a leader in musculoskeletal care, and highlighted how we are transforming patient care inside the state-of-the-art Bone and Joint Institute. The program also highlighted a unique public facing campaign: “Step it Up,” which urged the public to step it up for their health and choose a healthier lifestyle.

Hartford HealthCare CEO Elliot Joseph hosts a monthly segment on WTIC NewsTalk 1080, Connecticut’s largest talk radio station. HealthCare Matters focuses on transforming the American healthcare delivery system and encourages listeners to call in and ask questions.

Every Sunday morning on NBC CT, Connect to Healthier highlights patient stories, remarkable medical breakthroughs and the latest technology to advance care. On WFSB each week, you’ll see Medical Rounds as our experts offer live, weekly interviews from the Hartford Hospital studio. All segments are thoughtful and deliberate, with clear calls to action so that potential patients can learn more. Since we have adopted this strategy, we have filled rooms at community education events — and created thousands of patient leads.

If content is king, distribution is queen. Many health care organizations create content; not many have a cohesive content distribution strategy to generate leads, elevate reputation and grow the healthcare system. In this era when patients have choices, our remarkable team of Emmy-award winners reminds them that Hartford HealthCare is consistently the best choice.

How Hartford HealthCare Works (H3W) Reaches Major Milestones in 2016

This was a milestone year on several fronts in Hartford HealthCare’s H3W journey.

Through Lean training and the diffusion of Daily Management throughout HHC we are strengthening our H3W operating model. As of September, 2016, staff on more than 230 units across HHC have now implemented daily huddles as one of the critical elements in how we work at Hartford HealthCare.

Daily Management — a systematic approach to supporting teams in meeting their customer needs and in achieving their goals in the workplace — was initiated.
Key System INITIATIVES

in a successful design phase in 2015. The model engages staff in identifying and addressing opportunities for improvement, aligns team focus with organizational goals, and incorporates leadership presence in the workplace through rounding and coaching.

“Our changing environment requires us to continuously transform ourselves to meet our aspirations as a health system”, says Jeffrey A. Flaks, HHC president and chief operating officer. “Strengthening H3W with daily management increases our agility as an organization.”

We are fortunate at Hartford HealthCare to have a solid cultural foundation upon which we are introducing daily management and other lean practices. This foundation is characterized by clearly defined organizational values and H3W Leadership Behaviors. In 2016 at HHC, we completed the formal training of more than 18,000 employees in H3W Leadership Behaviors. This additional milestone was reached during a session in August at the System Support Office in Norwich. This number — which represents the approximate number of HHC employees — was set as a balanced scorecard goal when H3W was launched across the system more than five years ago.

“We started this journey about five-and-half years ago with the notion of bringing out these 10 leadership behaviors which have become such an essential part of the work we do and the work that is in front of us. I am so proud of all of you, of all of our facilitators, and all of our 18,000 staff who represent the great work that gets done in our organization,” said Elliot Joseph, chief executive officer who, along with several other members of the HHC executive leadership team, made a surprise visit to help kick off the session on August 9.

H3W was launched at Hartford Hospital in 2009 based on a model with origins at MidState Medical Center 20 years ago and has been deployed system-wide, with a strong emphasis on staff engagement, accountability, idea generation, and organizational communication, as well as recognition and celebration. Our focus on H3W Leadership Behaviors across the organization is designed to create a common culture of respect, accountability, and honesty. With the recent training in lean concepts and embedding the implementation of daily huddles, rounding, and coaching there is a heightened focus on continuous improvement and the notion that “improving the work is the work.”

“This is a huge organizational milestone,” said Tracy Church, executive vice president and chief administrative officer. “H3W allows us to put words into action….We have the tools, training and skill-building to be better partners and to be able to deliver the best care and utmost experience to our patients, their families and our communities.”

Integrated Care Partners: Managing Care More Effectively

Over the past three years, Integrated Care Partners (ICP), a physician-led organization made up of Hartford HealthCare and private community physicians, has implemented a number of initiatives to improve the quality and coordination of patient care while also reducing the cost. In 2014, ICP’s efforts resulted in an overall reduction of $5.6 million in healthcare costs.

Using data from insurance claims and other analytics, ICP helps providers identify patients with chronic illnesses and at high risk of hospitalization and has established best-practice standards of care and quality metrics to keep these patients out of the hospital and improve their quality of life. About 5 percent of the U.S. population, primarily those with chronic conditions, are responsible for 50 percent of healthcare costs.

ICP’s nationally certified community care management team, made up of more than 50 registered nurses, social workers and health coaches, collaborate...
closely with providers to help patients with chronic diseases, such as COPD, diabetes and heart failure, manage their illnesses more effectively. When a high-risk patient leaves a hospital, for example, a care manager reviews the discharge plans, connects the patient with his or her primary care physician for follow-up, assesses the need for community-based services, and conducts a medication review. In 2015, the ICP care management team completed more than 19,000 preventive screenings for Hartford HealthCare Medical Group patients and currently has more than 3,300 patients under active care management, including patients in private, community practices.

Managing medications also is a critical aspect of patient wellness. About one-quarter to one-third of the increase in the cost of care in 2015 was due to increases in pharmacy expenses. ICP has partnered with the University of Connecticut School of Pharmacy to enhance pharmacy management, both for patients and providers, to improve outcomes and reduce costs. When patients understand their medications and how they should take them, patient outcomes improve.

Often, patients with chronic illnesses also have behavioral health issues, such as depression, which affect the patient’s ability to manage his or her illness. ICP works very closely with the Hartford HealthCare Behavioral Health Network to place behavioral health specialists in primary care practices. The behavioral health specialist can assess a patient’s situation and work with the patient at the practice or refer the patient for other behavioral health services.

With the patient’s well-being as the focus, ICP is leading the way in our region in transforming how healthcare is delivered: assisting providers in improving the quality and coordination of care and helping patients learn to manage their own care better to enjoy healthier lives.

**CareConnect Rolls Out to Rave Reviews**

On Aug. 20, 2016, Hartford Hospital, the Institute of Living and Natchaug Hospital became the newest members of Hartford HealthCare to launch CareConnect, the Epic electronic health record.

The successful launch brought the system closer to what CEO Elliot Joseph calls the 5 Ones — one registration, one health record, one standard of excellence, one bill, and one relationship. Achieving all five, he says, is essential to improving Hartford HealthCare’s relationship with its patients.

The Epic implementation team gave Hartford Hospital, the IOL and Natchaug its highest rating — 5 out of 5 — for the success of their launch.

The leadership team at Hartford Hospital attributed the success to the fact that our H3W Leadership Behaviors are now part of our DNA at Hartford HealthCare.

With Hartford Hospital, the IOL and Natchaug on board, Hartford HealthCare Medical Group, MidState Medical Center and Windham Hospital are connected on a single medical record platform that provides seamless patient transitions and consistent high quality. The next hospitals scheduled to adopt Epic are The Hospital of Central Connecticut in April 2017 and Backus the following October.
## Hartford HealthCare

### COMMUNITY BENEFIT summary

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<th>Charity Care and Means-Tested Programs</th>
<th>Hartford Hospital</th>
<th>MidState Medical Center</th>
<th>Windham Hospital</th>
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<td>Unreimbursed costs</td>
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<td><strong>Total Charity Care and Means-Tested Programs</strong></td>
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<th>Other Benefits</th>
<th>Hartford Hospital</th>
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| Total                                  | **151,774,936**   | **22,568,569**          | **15,858,412**   |
FY2015 figures are being reported in accordance with the IRS Form 990 Schedule H requirement.

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<th></th>
<th>Natchaug Hospital</th>
<th>The Hospital of Central Connecticut</th>
<th>William W. Backus Hospital</th>
<th>System Totals</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY2015</td>
<td>79,509</td>
<td>3,703,170</td>
<td>1,391,546</td>
<td>19,001,376</td>
</tr>
<tr>
<td></td>
<td>5,802,696</td>
<td>37,834,483</td>
<td>23,221,606</td>
<td>181,365,605</td>
</tr>
<tr>
<td></td>
<td>93,989</td>
<td>0</td>
<td>0</td>
<td>93,989</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td>5,976,194</td>
<td>41,537,653</td>
<td>24,613,152</td>
<td>200,460,970</td>
</tr>
</tbody>
</table>

|                  | 531,199           | 1,138,985                         | 593,992                   | 4,974,005     |
|                  | 3,773             | 9,902,400                         | 246,241                   | 54,079,500    |
|                  | 2,630,949         | 6,412,593                         | 2,002,630                 | 14,575,873    |
|                  | 0                 | 225,871                           | 0                         | 5,489,030     |
|                  | 4,259             | 1,345                             | 75,245                    | 6,519,020     |
| **Totals**       | 3,170,180         | 17,681,194                        | 2,918,108                 | 85,637,428    |

|                  | 9,146,374         | 59,218,847                        | 27,531,260                | 286,098,398   |
**Hartford HealthCare**

**2017 BALANCED SCORECARD**

<table>
<thead>
<tr>
<th>CULTURE AND CAPABILITIES</th>
<th>Annual Improvement Priority (AIP)</th>
<th>Milestone</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. HHC Experience</td>
<td>Re-design the HHC operating brand customer experience through implementation of the following best practices in identified areas: Leadership Rounding, Implementation of the Experience Education Series, establishment of Family Advisory Councils, use of Patient Journals, Clinical (Nurse) Manager Rounding, and Purposeful Hourly Rounding.</td>
<td></td>
</tr>
<tr>
<td>2. H3W Operating Model</td>
<td>Building our H3W culture, employee and physician engagement:</td>
<td></td>
</tr>
<tr>
<td>3. Care Connect/Epic</td>
<td>Complete testing, go-live and achievement of post go-live operational targets:</td>
<td></td>
</tr>
<tr>
<td>4. Clinical Care Re-design</td>
<td>Establish the infrastructure and data reporting to redesign clinical care in General Medicine; and prepare to extend into 2 additional clinical areas in FY18.</td>
<td></td>
</tr>
<tr>
<td>5. Medicaid Delivery Model</td>
<td>Development of sustainable model to effectively meet the needs of the Medicaid population:</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>PERFORMANCE EXCELLENCE</th>
<th>Annual Improvement Priority (AIP)</th>
<th>Metric</th>
</tr>
</thead>
<tbody>
<tr>
<td>6. Quality &amp; Safety</td>
<td>Achieve target performance metrics in at least 2 of 3 areas identified: Average Length of Stay (ALOS), Septic Shock Mortality, and CMS Hospital Safety Score (PSI-90)</td>
<td></td>
</tr>
<tr>
<td>7. Operational Performance</td>
<td>Achieve Operating Margin from audited financials; excluding State of CT supplemental Medicaid payments.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>ACCESS AND GROWTH</th>
<th>Annual Improvement Priority (AIP)</th>
<th>Metric</th>
</tr>
</thead>
<tbody>
<tr>
<td>8. Institute Model</td>
<td>Service line market share growth in the following Institutes: Cancer, Heart &amp; Vascular, Neuroscience and Orthopedics.</td>
<td></td>
</tr>
<tr>
<td>9. Access &amp; Growth</td>
<td>Increase access to primary care; with implementation of 100% budgeted specialty care providers.</td>
<td></td>
</tr>
</tbody>
</table>
Vision: Most trusted for personalized coordinated care.

Implementation will be assessed in each organization by setting goals for improving Press Ganey Survey question “Overall 9 or 10 rating”

<table>
<thead>
<tr>
<th>Completed By</th>
<th>Accountability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Successful implementation in all identified areas by September 2017</td>
<td>J. Flaks</td>
</tr>
</tbody>
</table>

1. Advanced Lean Training completed by HHC Leadership participating in FY17 daily management diffusion
2. Daily Management diffused to an additional 250 units and 75 units receiving Bronze Certification

<table>
<thead>
<tr>
<th>Completed By</th>
<th>Accountability</th>
</tr>
</thead>
<tbody>
<tr>
<td>September 2017</td>
<td>T. Church R. Orlando</td>
</tr>
</tbody>
</table>

1. HOCC Go-Live (Epic, Peoplesoft and Sunquest)
2. Complete Epic upgrade in preparation for MACRA (Medicare Access & CHIP Reauthorization Act)
3. Complete testing and training in preparation for Backus go-live on October 1, 2017

<table>
<thead>
<tr>
<th>Completed By</th>
<th>Accountability</th>
</tr>
</thead>
</table>

1. Establish project teams and define clinical scope and goals.
2. Develop data tools and dashboards
3. Establish ongoing process to implement the plan

<table>
<thead>
<tr>
<th>Completed By</th>
<th>Accountability</th>
</tr>
</thead>
</table>

1. Conduct Kaizen to identify current and future state; including prioritization of key areas of focus to develop a sustainable strategy
2. Engage key stakeholders and develop a strategic plan
3. Conduct HHC ELT and Board Strategy Sessions to roll out strategic plan

<table>
<thead>
<tr>
<th>Completed By</th>
<th>Accountability</th>
</tr>
</thead>
</table>

### Baseline FY16 - Target FY17

<table>
<thead>
<tr>
<th>Baseline FY16</th>
<th>Target FY17</th>
<th>Accountability</th>
</tr>
</thead>
<tbody>
<tr>
<td>ALOS: 2.83</td>
<td>ALOS: 2.77</td>
<td>R. Orlando</td>
</tr>
<tr>
<td>Septic: 2.10</td>
<td>Septic: 1.97</td>
<td>R. Orlando</td>
</tr>
<tr>
<td>PSI-90: 0.75</td>
<td>PSI-90: 0.71</td>
<td>R. Orlando</td>
</tr>
<tr>
<td>$4.2M</td>
<td>$7M</td>
<td>C. Johnson</td>
</tr>
</tbody>
</table>

### Accountability

<table>
<thead>
<tr>
<th>Baseline FY16</th>
<th>Target FY17</th>
<th>Accountability</th>
</tr>
</thead>
<tbody>
<tr>
<td>21.3%</td>
<td>+0.5 pts</td>
<td>J. Flaks</td>
</tr>
<tr>
<td>135 providers</td>
<td>20 new primary care providers</td>
<td>V. DiBattista</td>
</tr>
</tbody>
</table>