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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Welcome to the Hartford HealthCare State of the System 2017 book — a document of achievement on behalf of all the people we are privileged to serve.

It’s common to say something about the previous year “winding down,” but 2017 ended with a bang: news that CVS will acquire Aetna, a combination that would have been unthinkable until recently. Indeed, healthcare has been changing at breakneck speed. We’ve seen Amazon and Apple moving into the field and the continued blurring of the lines between insurers and providers.

At Hartford HealthCare, we’ve done great work to transform ourselves so that we can lead the next era of American healthcare. We have created the organizational agility to stay ahead of the change curve as we work tirelessly toward our vision of being “most trusted for personalized coordinated care.”

This year, we completed the launch of the Epic electronic health record at nearly all of our relevant organizations — only senior services and home care remain. This was a huge project that benefited from — and strengthened — our organizational integration.

We have steadily improved our quality and safety, with a 73 percent reduction in reportable safety events over the past three years and industry leadership in hand-hygiene compliance. And we are embarking on clinical care redesign: creating more standardized, efficient and effective care for every patient.

Our new Care Logistics Center, created as one of the early benefits of a new partnership with GE Healthcare, ultimately will track patient flow across our system to ensure that every patient quickly gets the right care in the right place.

We already are seeing improvements as we restructure our approach to patient satisfaction to create an unmatched and consistent brand experience across all of our care sites. And those sites are expanding, in part through our urgent-care partnership with GoHealth.

In a year that saw not only healthcare-industry upheaval, but unprecedented political uncertainty, our people hit every key goal we set for them. It is a testament to their energy and dedication and to our H3W (How Hartford HealthCare Works) Operating Model — our unified and standardized approach to our work.

What is all of this for? You. Everything we do, every target we hit is to support our mission to “improve the health and healing of the people and communities we serve.” I hope you see this book as I do: The record of the remarkable people of Hartford HealthCare helping to create healthier families and communities.

Sincerely,

Elliot Joseph
Chief Executive Officer
Hartford HealthCare
Building Our System

building smart scale

creating integration
<table>
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<th>Hospital</th>
<th>Address</th>
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<th>Transitions from Inpatient Care</th>
<th>Patient Days</th>
<th>ED Visits</th>
<th>Newborn Admissions</th>
<th>Inpatient Surgeries</th>
<th>Ambulatory Surgeries**</th>
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<th>Physicians on Staff</th>
<th>Volunteers</th>
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The Hospital of Central Connecticut

New Britain General Campus:
100 Grand Street
New Britain, CT 06050
860.224.5011

Bradley Memorial Campus:
81 Meriden Avenue
Southington, CT 06489
860.276.5000

Licensed beds (inc. bassinets): 446
Transitions from Inpatient Care: 13,681
Patient Days: 64,704
ED Visits: 96,246
Newborn Admissions: 1,680
Inpatient Surgeries: 2,224
Ambulatory Surgeries**: 7,437
Employees: 2,135
Physicians on Staff: 674
Volunteers: 287
Residents/Fellows: 168
Operating revenue*: $366.3 million

*Audited   ** Includes joint venture ASC (Glastonbury, Southington, BJ, Waterford) volumes *** Includes Natchaug Hospital

MidState Medical Center

435 Lewis Avenue
Meriden, CT 06451
203.694.8200
midstatemedical.org

Licensed beds (inc. bassinets): 156
Transitions from Inpatient Care: 8,267
Patient Days: 31,719
ED Visits: 49,131
Newborn Admissions: 821
Inpatient Surgeries: 1,937
Ambulatory Surgeries**: 6,273
Employees: 1,127
Physicians on Staff: 540
Volunteers: 177
Operating revenue*: $222.7 million

Windham Hospital

112 Mansfield Avenue
Willimantic, CT 06226
860.456.9116
windhamhospital.org

Licensed beds (inc. bassinets): 130
Transitions from Inpatient Care: 2,473
Patient Days: 9,885
ED Visits: 33,726
Newborn Admissions: 105
Inpatient Surgeries: 733
Ambulatory Surgeries: 1,776
Employees: 600
Physicians on Staff: 257
Volunteers: 170
Operating revenue*: $81.2 million
Institute of Living
200 Retreat Avenue
Hartford, CT 06106
860.545.7000
instituteofliving.org

Transitions from Inpatient Care: 3,785
Inpatient Days: 37,864
Outpatient Visits (PHP/IOP/OP): 7,514
Employees: 656

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: 1,988
Inpatient Days: 19,491
Outpatient Visits (PHP/IOP/OP): 63,304
Employees: 501
Interns: 32
Volunteers: 13
Operating revenue*: $51.8 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: 35,549
Outpatient Visits (PHP/IOP/OP): 84,264
Employees: 389
Interns: 45
Volunteers: 6
Residents/Fellows: 1
Operating revenue*: $32.1 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: 69
Physicians: 330
Mid-Level Providers: 170
Employees: 1,521
New Primary Care Patients: 47,596
Primary Care Visits: 375,894
Operating revenue*: $141 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): 1,952
Primary Care Provider Members: 413
Operating revenue*: $7.8 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 1,900 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.

*Audited
Hartford HealthCare at Home

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

Total Admissions: 21,610
Employees: 1,116
Volunteers: 56
Branch Offices: 4
Operating revenue*: $96.6 million

Hartford HealthCare at Home is a not-for-profit home care agency. Specializing in home nursing and hospice services as well as non-medical services through Independence at Home. Additional offerings include behavioral health, dementia programs and life-line emergency response systems.

Hartford HealthCare Rehabilitation Network

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

Patient Care Visits***: 949,470
Employees: 595
Operating revenue*: $25.9 million

The HHC 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: 329
Employees: 997
Volunteers: 153
Operating revenue*: $30.9 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.

*Audited  ***Includes Managed Services Organization
HHC Location Type

- ★ Ambulatory Surgery Centers
- 🟠 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

Miles

0 7.5 15
Hartford HealthCare

- The Center for Education, Simulation and Innovation (CESI) completed a 25,000-square-foot expansion, featuring new tissue labs, simulation rooms and classrooms, enhancing training for healthcare professionals and further setting the stage for HHC-industry collaboration. CESI was recognized by Becker’s Hospital Review as being among the 50 Great Innovation Programs in the United States.

- The state Office of Health Care Access approved the affiliation of Charlotte Hungerford Hospital with Hartford HealthCare, allowing the two organizations to move forward with finalizing their partnership. The affiliation will enable both organizations to share knowledge and expertise and give patients easier access to a wider range of services, technology and treatments.

- Hartford HealthCare’s Southington Surgery Center won the 2015/2016 National APEX Quality Award, which recognizes high performance among the organization’s peer group.

- Doors opened on the 40,000-square-foot Hartford HealthCare Health Center in Plainfield. Primary care, cardiology services and other specialties are available, and future plans include an infusion center and ambulatory surgery center.

- Hartford HealthCare launched a joint venture with GoHealth to provide urgent care at seven locations in Connecticut, with more coming.

- Hartford HealthCare and GE Healthcare began a series of projects aimed at getting patients the care they need more quickly and safely. In addition to featuring GE’s advanced analytics to determine the best strategies for clinical program and capacity design, the project also includes activation of Hartford HealthCare’s Care Logistics Center, which helps determine the best placement for patients within the system.
• The Ayer Neuroscience Institute was born, bringing the most advanced neuroscience services to area residents.

• Advanced orthopedics took a step forward with the opening of the Connecticut Orthopaedic Institute at MidState Medical Center. In addition to highly skilled physicians and services, the hospital within a hospital offers an unmatched patient experience.

Backus Hospital

• Boosted vascular services with the hiring of a vascular surgeon and a state-of-the-art vascular laboratory that offers noninvasive diagnostic testing for a wide array of vascular conditions.

• Began offering three-dimensional mammography, or tomosynthesis, the most advanced imaging technology for breast cancer detection.

• Expanded key services to the shoreline with the opening of primary and specialty care space and an ambulatory surgical center in Waterford. Oncology, breast health and headache specialists joined the primary care practice at the site, with office hours by specialists in urology and general/gastroenterology surgery planned.

• Earned recognition by Healthgrades as a top hospital for patient safety. Backus was just one of two Connecticut hospitals to earn the honor, which recognizes the top 10 percent of facilities for patient safety.

• Transitioned to CareConnect (PeopleSoft, Epic, ImageConnect) electronic medical record software, combining patient registration, health records and billing so patients can move seamlessly through the HHC system.

Hartford Hospital

• Again ranked #1 in the Hartford metro area and among the best in Connecticut in the 2017-2018 U.S. News & World Report annual ranking of hospitals.

• Launched a bed realignment strategy, increasing private inpatient rooms by 10 percent, locating 79 percent of medicine beds together in one building, and creating a dedicated neurosciences unit.

• Expansion of the Cardiac Electrophysiology Lab was completed, offering state-of-the-art technology and a dedicated, eight-patient suite for pre- and post-procedure care.

• Completed a second 2,000-square-foot hybrid operating room, expanding capacity to perform angiography, transcatheter aortic valve replacement, endovascular aortic repair, carotid artery stenting and more.

• The stroke program received the American Heart Association’s Get With The Guidelines Stroke Gold Plus Achievement Award with a Target: Stroke Honor Roll Elite Plus designation for outstanding quality care.

The Hospital of Central Connecticut (HOCC)

• Certified as a Center of Excellence for Minimally Invasive Gynecologic Surgery, an international recognition by the Surgical Review Corporation.

• Recognized as “Distinguished Hospitals for Clinical Excellence” by Healthgrades, an online resource for information about physicians and hospitals. The hospital also received an award for clinical excellence from Healogics, the nation’s leading and largest wound-care management company.
**A Year of Systemwide Accomplishments**

- Participated in two organ donation procedures, which ultimately saved seven lives. Dr. Michael McNamee was honored by New England Donor Services with the Donation Champion Award.

- For the fourth consecutive year, The Hospital of Central Connecticut was named one of the Most Wired hospitals in the nation by Health & Hospitals Network.

- Received the Mission: Lifeline® Gold-Plus Receiving Quality Achievement Award for implementing specific quality improvement measures outlined by the American Heart Association (AHA) for the treatment of patients who suffer severe heart attacks.

**MidState Medical Center**

- Began offering Mazor X robotic spinal surgery.

- Recognized as “Distinguished Hospitals for Clinical Excellence” by Healthgrades, an online resource for information about physicians and hospitals. The hospital also received an award for clinical excellence from Healogics, the nation’s leading and largest wound-care management company.

- The new Connecticut Orthopaedic Institute at MidState Medical Center opened April 3. The institute operates as a hospital within a hospital, providing patients with convenient access to high-quality, comprehensive care; outstanding physicians; and the latest technology — all in their community.

**Windham Hospital**

- Introduced MAKO™ robotic hip and knee replacement surgery and spine surgery.

- Introduced recovery coaches in the Emergency Department. In the first four months, 73 of the 76 patients coming in for treatment were connected to care either at a detoxification facility, inpatient or outpatient care, medication-assisted treatment or other forms of community support.

- Increased cardiology coverage with the addition of providers and important technology, including a second Echo machine and fully-equipped Echo rooms which dramatically increased the number of appointments available to the community.
Hartford HealthCare at Home

- 200 staff members (OT, PT, RN and social workers) were trained as dementia specialists.

- Hartford HealthCare at Home and Independence at Home opened a location in Southbury.

- Hosted “When War Comes Home,” a program for veterans, families and healthcare workers at Central Connecticut State University.

- Awarded Innovations in Vaccine Administration by the American Lung Association.

Hartford HealthCare Senior Services

- HHC Center for Healthy Aging opened new locations in Windham, Bloomfield, Hartford, Newington and Vernon and received the 2017 Connecticut Hospital Association Gold Medal for Excellence in Community Service.

- Memories & More, an initiative of the Hartford HealthCare Senior Services Dementia Committee, was established; its Music & More, Movies & More and Museums & More feature events for people with memory loss.

- Michelle Wyman, LSW, CDP, HHC Center for Healthy Aging, received the 2016 Excellence in Caregiving Award from the Alzheimer’s Association Connecticut Chapter.

- Jefferson House in Newington, Jerome Home in New Britain, and Southington Care Center were Best Nursing Home designees by U.S. News & World Report.

Hartford HealthCare Rehabilitation Network

- Opened three new locations: Prospect: offering physical therapy, orthopedic, and work injury rehabilitation; Cheshire: offering Safe Steps, headache, orthopedic and pregnancy/post-partum back care; and Wethersfield Balance Center: offering Safe Steps, headache, orthopedic and vestibular therapy.

- Piloted screenings for golfing and pitching analysis at the new motion analysis lab at Hartford HealthCare Bone & Joint Institute at Hartford Hospital.

- Screened more than 130 students as part of a research study for injury prevention in student athletes.

- Therapists provided pre- and post-race stretching to more than 450 runners as a second-year sponsor of the Hartford Marathon.
A Year of Systemwide Accomplishments

Integrated Care Partners

- Created CarePartners of CT, a Joint Venture Medicare Advantage plan with enrollment beginning fall of 2018.

- Selected by Mohegan Sun to participate in a direct-to-employer partnership to deliver value based care.

- Successfully launched Healthy Planet within our care management platform and redesigned care manager teams to allow for a solid workflow for transitions-of-care in partnership with Hartford HealthCare Medical Group.

- Reduced systemwide readmission rate to 14.3%.

- Generated $3.25 million in savings in value-based agreements.

Hartford HealthCare Medical Group

- Recruited 20 new primary care providers to existing and new practice locations in Prospect, East Lyme, Putnam and Mystic. Specialty recruits include 39 new physicians and advanced practice providers in medical and surgical specialties, including strategic recruits for the Hartford HealthCare Cancer Institute, Heart & Vascular Institute, Ayer Neuroscience Institute and Tallwood Urology & Kidney Institute. Expanded cardiology throughout Eastern and Central Connecticut and into Rhode Island.

- Partnered with Hartford HealthCare-GoHealth in transitioning urgent care from the medical group to the new joint venture.

Hartford HealthCare Institutes

Ayer Neuroscience Institute

- Expanded patient access to advanced clinical services by recruiting a specialist in Deep Brain Stimulation to help patients who suffer from Parkinson’s Disease and essential tremors; hiring the new medical director of the Comprehensive Epilepsy Center; and recruiting the only clinical neuropsychiatrist practicing in Connecticut, as medical director of Neuropsychiatry.

- Opened headache centers in West Hartford and Waterford. The new centers, along with the facility in Meriden, offer services unique to headache patients: special shades and lighting, a headache psychologist, clinical trials, medication infusion bays and a wide range of related healthcare services all under one roof.

- Opened a movement disorders location in Meriden with the recruitment of another physician specialist. The Chase Family Movement Disorders Center now has three locations with a fourth opening in Plainfield in 2018.
**Cancer Institute**

- In March, the American College of Surgeons Commission on Cancer accredited the Cancer Institute as an Integrated Network Cancer Program — something only 60 cancer centers have been able to accomplish nationwide. The accreditation was granted following rigorous site reviews focusing on 34 standards. The Cancer Institute surpassed what was required and received “commendations” in three areas — clinical research, nursing care and accuracy of data.

- Enhanced patient access to cancer specialists and treatment options through the Institute’s new Melanoma and Skin Care Center.

- Expanded its footprint, programs and technology by partnering with Oncology Associates, placing a new cancer program along the shoreline in Waterford, adding a thoracic program at The Hospital of Central Connecticut, adding robotic surgery to MidState Medical Center and new radiation therapy technology at Backus.

- The Institute, which is the charter member of the Memorial Sloan Kettering Cancer Alliance, has among the highest five-year survival rates in Connecticut and cancer programs in the National Cancer Database for colon, breast, lung, prostate and rectum cancers, according to the National Cancer Institute.

- The pathology program in collaboration with the Hartford HealthCare Cancer Institute launched genomic testing of cancer specimens and instituted digital synoptic cancer pathology reports, making Hartford HealthCare community hospitals among the first in the nation to do so. This will help facilitate patients receiving the most advanced cancer treatments through the Cancer Institute’s partnership with Memorial Sloan Kettering Cancer Center.

**Heart & Vascular Institute**

- A team of physicians at the Institute became the first in Connecticut to repair a life-threatening aortic aneurysm using a new device as part of a clinical trial approved by the Food & Drug Administration. The Institute was chosen based on clinical experience and research capability, as a result of a cutting-edge vascular surgical team committed to being early adopters of new technology.

- Shortly after FDA approval in June, the Institute adopted the expanded use of a heart-valve replacement technology for patients too ill for open-heart surgery. Transcatheter Mitral Valve Replacement, or TMVR, allows doctors to replace a malfunctioning mitral valve — either the patient’s own or bioprosthetic valve from a previous surgery — using a catheter inserted into a large vein in the groin instead of conventional open-heart surgery.

- Expanded electrophysiology services across the system with state-of-the-art tertiary services at Hartford Hospital, and named a director of electrophysiology labs for Hartford HealthCare, to build on the expertise of the existing electrophysiology team. Also added an established Westerly, RI practice.

- Along with Hartford Hospital’s #1 rating for regional hospitals by U.S. News & World Report, several HVI specialties and procedures were ranked as “high performing” by the publication: Clinical Cardiology; Abdominal Aortic Aneurysm Repair; Aortic Valve Surgery; Heart Bypass Surgery; and Heart Failure.
A Year of Systemwide Accomplishments

**Tallwood Urology & Kidney Institute**
- Increased market share by 3.7 percent, office visits by employed urologists by 10.7% and were market leaders for overall urologic and kidney disease as well as general urology, urologic cancer, pelvic health and stones.
- Expanded the use of the UroLift procedure, a minimally invasive, same-day operation for enlarged prostates.
- Expanded male fertility services and developed a Men’s Health Program.
- Initiated systemwide advanced practitioner urology skills training program in conjunction with CESI.
- Provided 29 community education programs, including talks on the psychology and physiology of sexual function, the role of the PCP, urologist and cardiologist in caring for men, understanding PSA testing, kidney stones, prostate cancer, bladder cancer, kidney cancer and female incontinence.

**Behavioral Health Network**
- Added recovery coaches to emergency departments at Backus Hospital, Windham Hospital, The Hospital of Central Connecticut and MidState Medical Center. Approximately 90 percent of drug and alcohol clients are now keeping their recovery appointments, compared to 20 percent prior.
- Because people with chronic health problems tend to have behavioral health conditions, the network expanded its Primary Care Behavioral Health initiative across Hartford HealthCare, with behavioral health professionals embedded into primary care practices. More than 80 percent of patients are keeping their follow-up behavioral health appointments and emergency room visits and inpatient stays are down.
- The Olin Neuropsychiatry Research Center at the Institute of Living (IOL) continued national research studies, including a study of the effects of smoking marijuana on the brain and on a person’s ability to drive a car, research into the roles of genomics and biomarkers in those suffering from mental illnesses, and other research into Attention Deficit Hyperactivity Disorder.
- Launched first Behavioral Health Network Clinical Council to focus on the Zero Suicide initiative, which started at the Institute of Living and is being rolled out across the network. The national program includes best practices and tools for health systems.
- The MATCH (Medication Assisted Treatment Close to Home) program continues to grow, with Natchaug adding services for teenagers and Rushford adding a new location in Avon. Rushford and Natchaug also continue to provide first responders, patients, family members and others with Narcan, a life-saving drug for overdose patients — and training on how to use it.
Bone & Joint Institute at Hartford Hospital

- The $200 million Bone & Joint Institute at Hartford Hospital opened its doors in January 2017, becoming the region's first dedicated orthopedic hospital. The Bone & Joint Institute saw a 26% increase in joint replacement surgeries in FY 17 compared to the year prior.

- The Bone & Joint Institute added top talent to its team this year, onboarding an impressive 21 new physicians and recruiting a physician to lead the system-wide rheumatology service line. Bone & Joint Institute physicians led 27 community outreach programs in FY 17.

- In collaboration with the Hartford HealthCare Rehabilitation Network, the Bone & Joint Institute’s Center for Musculoskeletal Health created an integrated, multidisciplinary program to care for sports and arthritis patients.

- The Bone & Joint Institute attained best-practice outcomes this year, reducing surgical site infection rates, blood clot rates and transfusions in elective total joints and spine procedures.

- The Bone & Joint Institute’s PREPARE program, which patients complete before their orthopedic procedure, continued to evolve this year with integration of care coordination, preoperative risk assessment and enhanced patient education.

Connecticut Orthopaedic Institute at MidState Medical Center

- On April 3, 2017, Hartford HealthCare opened the Connecticut Orthopaedic Institute (COI) at MidState Medical Center, creating a new destination center for the care and recovery of patients with musculoskeletal injuries and disorders in Central Connecticut. The 14,500-square-foot institute includes 11 operating rooms and features newly redesigned and upgraded space with today's best technology, 21 all-private rooms and valet parking.

- Nearly 800 surgeries were performed between April and September 2017.

- 35 physicians were credentialed to perform surgery at COI in FY17.

- The COI received nearly perfect Press Ganey scores. When measured against other Connecticut hospitals, the COI comes in at the 93rd percentile among patients who would recommend the institute. It was rated in the 99th percentile for two categories, including “staff do everything to help with pain” and “overall assessment.”
Getting Patients to the Right Place at the Right Time

In a renovated space on Hartford HealthCare’s Newington campus, registered nurses sit behind computer screens monitoring and regulating the flow of patients in, out and through Hartford HealthCare’s acute-care hospitals.

A typical day might sound like this:

Ring: An in-patient at MidState needs to be wheeled from his room to the CT scanner.

Ring: A stroke patient in the Backus emergency room needs a critical care bed at Hartford Hospital.

Ring: An elderly patient with a severe respiratory infection needs the level of care best delivered in the intensive care unit at The Hospital of Central Connecticut.

The new Hartford HealthCare Care Logistics Center is supported by world-class communications and analytics technology through our innovative partnership with GE Healthcare. The center is Hartford HealthCare’s “mission control,” handling all questions about bed availability and patient movement across our hospitals. The idea is to get every patient to the right place for the right care at the right time — and with the right team.

When fully operational, the center is expected to manage about 600 transfers a month. Ideally, it will improve the patient experience by efficiently moving patients to units or even other Hartford HealthCare hospitals where available clinicians are awaiting their arrival.

The center also will facilitate transfers from non-affiliated hospitals and community physicians’ offices. With the ability to instantly share and transmit patient data, our LIFE STAR critical care helicopter can transport a critically ill patient from a referring hospital.

“The new center truly helps us achieve our vision to be most trusted for personalized, coordinated care,” said Beth Ciotti, HHC vice president for care logistics. “With one call, clinicians and patients inside and outside HHC get instant access to our vast and deep network of distinguished specialists. Patients can be routed to the most appropriate place for the care they need, reducing delays, improving convenience and leading to better outcomes.”
Every Moment Matters

Whether it’s helping to shovel a car out of the snow, giving a patient an extra blanket or offering a therapy dog to help a young girl feel comfortable in a strange setting — in healthcare, every moment truly matters.

There are countless little moments, but they mean so much. Patients can be scared and confused when they come to us. They choose Hartford HealthCare for the excellent care we deliver — but they remember us for the warmth, concern and attention to detail we show them every day.

These traits are captured in HHC’s “Every Moment Matters” staff engagement/customer experience program. Following a successful pilot at Rushford and Natchaug Hospital, the program has been rolled out throughout Hartford HealthCare.

Staff members were nominated by colleagues and managers for doing the little things that improve the patient experience. Some of these moments are prominently highlighted within our organization on large posters, elevator wraps and wall decals prominently displayed in highly visible areas.

The Every Moment Matters program was paired with “Momentum,” which allows frontline staff and managers to electronically recognize their colleagues in real time, with specific criteria connected to Hartford HealthCare’s values and its leadership behaviors.

Many of these recognitions are shared on a special HHC Intranet page that highlights employees who go above and beyond their routine job responsibilities.

The program is the result of employee ideas — time and time again, staff have told us they would like to see more recognition of employees. The entire program is based on HHC’s core values and the system’s 10 leadership behaviors.

In today’s healthcare world, when consumer choice is more dominant than ever before, the little things can make a big difference. Building loyalty among our existing customers through patient experience will be key to our success.
Bringing the Balanced Scorecard to the Front Lines to Improve Outcomes

The Balanced Scorecard (BSC) is Hartford HealthCare’s roadmap for success and outlines the system’s priority initiatives for the year.

To help ensure that employees throughout the organization are aware of these goals, and understand their role in achieving them, Hartford HealthCare has introduced “The Game Plan.” It’s a simple pocket-size trifold card that translates the balanced scorecard into plain language. It is designed to help employees understand our annual improvement priorities, why they matter and how they can contribute.

In easy-to-follow, graphic format, the Game Plan answers the questions:

- What do we stand for?
- What will we focus on?
- What will we do this year?
- How will we measure success?

And encourages everyone to ask: “How will I contribute this year?”

Similar to our H3W Leadership Behaviors card, the Game Plan will be provided to every employee. It will be discussed in huddles and other venues where employees gather to participate in process and performance improvement. The Game Plan is a useful backdrop for any conversation related to goals, strategy, growth, change management or any HHC initiative. Everything we do should be tied to our mission, vision and values — and the Game Plan can help our employees make that connection.

The Game Plan ties in to HHC’s efforts to strengthen employee engagement by helping employees to understand the “why” behind what we are doing together for our communities. It will help employees connect the dots between their individual roles and HHC’s improvement priorities.

Employees who understand and buy into HHC’s organization, our strategy and our goals are more likely to perform well and feel good about what they are doing. This should result in improved patient/customer service, experience and outcomes.

<table>
<thead>
<tr>
<th>What will I do...</th>
<th>I will be accountable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reputation</td>
<td>Questions to ask yourself every day:</td>
</tr>
<tr>
<td></td>
<td>1. What more can I do right now to be a role model for those around me?</td>
</tr>
<tr>
<td></td>
<td>2. What more can I do right now to achieve the outcome I/we desire?</td>
</tr>
<tr>
<td></td>
<td>3. What more can I do right now to prevent something undesired from occurring?</td>
</tr>
<tr>
<td>Outcomes</td>
<td>4. What expectations or feedback can I deliver right now to make a positive difference in individual or team performance?</td>
</tr>
<tr>
<td></td>
<td>5. What more can I do right now to seek or provide the clarity that I think doesn’t exist?</td>
</tr>
<tr>
<td></td>
<td>6. What more can I do right now to make this meeting more productive?</td>
</tr>
<tr>
<td>Experience</td>
<td>7. What more can I do right now to say what needs to be said that no one else is saying?</td>
</tr>
<tr>
<td></td>
<td>8. When someone or some outcome has not met my expectations ask, “How did I contribute to that?” and “What more will I do next time to make it successful?”</td>
</tr>
</tbody>
</table>
Transition to Epic and PeopleSoft Almost Complete

After another year of hard work, Hartford HealthCare is close to completing a four-year journey to integrate its business processes and medical records through PeopleSoft and Epic.

In March 2018, we will celebrate our next milestone when Backus Hospital transitions to PeopleSoft for human resources operations, such as payroll and timekeeping.

By November 2018, when Hartford HealthCare at Home comes aboard, the project, known as CareConnect, can be stamped “complete.”

This herculean project has moved Hartford HealthCare closer to its goal of providing patients with a single registration, health record, bill, standard of excellence and relationship no matter where they seek care within our system.

For employees, it makes it easier to transfer among HHC organizations, potentially opening new opportunities for career growth and advancement.

With the Epic electronic medical record now running smoothly, our vision to provide personalized, coordinated care to every patient is more than a promise. With the full spectrum of health information available to providers anyplace, every time, each patient’s overall health can be understood as a whole, not just in parts found in one chart or another.

The next major step in the direction of transparency came in November with the introduction of OpenNotes, a platform that allows outpatients to view their progress notes through MyChartPlus.

Other technical improvements include:
- **Phoenix**: a software module that supports transplant center data collection and workflow requirements
- **Healthy Planet**: a module designed for organizations engaging in population health. It links information from non-Epic sources and presents it in dashboards
- **Transfer Center**: This software will improve efficiency in the new Center for Care Logistics

With the transition to the PeopleSoft software platform, major business processes have been standardized, including those related to purchasing, receiving, non-clinical billing and receivables, asset management, project costing and human resources.

This allows us to harness the buying power of our growing system to negotiate for savings when we purchase services and supplies; allows us to collect and utilize data from across the system to make more informed decisions; and provides more efficient and timely service to our customers — employees, patients and families.

Backus is scheduled to complete the transition to PeopleSoft for human resources in March, at which point Hartford HealthCare will for the first time be a truly integrated healthcare network where customer and employee experience should be seamless and unified across our system.
Increasing Services on the Shoreline

Hartford HealthCare has sought to establish a rich mix of primary care and specialty services for people along the shoreline and southern New London County. These include primary care as well as specialty practices.

By affiliating with a key cardiologist in Westerly, RI, Hartford HealthCare has increased the cardiac services available to shoreline residents and has expanded capabilities of the Hartford HealthCare Heart & Vascular Institute. The Institute also operates two other cardiology sites on the shoreline — in Mystic and Old Lyme.

Neuroscience services expanded with the addition of a new Hartford HealthCare Headache Center in Waterford. The center, part of the Hartford HealthCare Ayer Neuroscience Institute, provides patients with access to a full range of headache services, including imaging, physical therapy and transcranial magnetic stimulation. In addition, the center offers biobehavioral treatment such as biofeedback and cognitive behavior therapy; medication treatments including Botox and nerve blocks, and cutting-edge research. This includes a ground-breaking study with colleagues at Harvard Medical School into status migrainosus, in which patients experience prolonged bouts of migraine lasting three or more consecutive days.

Cancer services have also expanded along the shoreline, through the Hartford HealthCare Cancer Institute and Hartford HealthCare Medical Group. The Waterford office offers a full range of services for patients with cancer, hematologic disorders and breast health concerns. The team includes multilingual practitioners, who speak Spanish, Hindi and Sindi as well as English.

People needing rehabilitation will also find a full range of services in Waterford, including physical therapy and more.

Another vital service that has expanded to meet the growing shoreline demand is a new outpatient surgery center in Waterford, Constitution Surgery East. Many of the system’s specialists will offer outpatient surgery at the convenient location.
Patient/Customer Experience: Our No. 1 Priority

At Hartford HealthCare, the journey to improve patient/customer experience is moving forward through the recent creation of a new Center for Healthcare Consumer Engagement. The department includes the Office of Experience and the Office of Patient and Family Affairs. This structure is providing staff with the necessary support to make every moment matter for patients and families across all of our regions and service lines.

The department has rolled out a set of best practices that have now become the “new normal” across our system. They include:

- **Clinical Manager Rounding:** Clinical managers round on all new admissions and transfers to our units to introduce themselves and welcome patients.
- **Purposeful Hourly Rounding:** Nurses, patient-care techs and team members make a point of visiting patients every hour to improve patient interactions and service recovery requests.
- **Patient Experience/Education 101:** New employees learn about the importance of a quality patient-customer experience during orientation.
- **Patient and Family Advisory Council (PFAC):** Patient and Family Advisory Councils across the system allow our most important audience to provide feedback about their experience at Hartford HealthCare and help generate ideas for improvements.
- **Patient Care Journals:** Inpatients are now offered a fill-in-the-blanks-style booklet that allows them or their caregivers and family members to keep track of important documents, appointments and information all in one convenient place.
- **Interactive Leadership Rounding:** Senior Leaders round on all units in the organization to see our patients and staff, providing updates and seeking feedback to remove barriers and increase staff and patient engagement/satisfaction.

Quality & Safety

In 2017, Hartford HealthCare (HHC) continued its journey to transform healthcare for patients by improving the quality and safety of their care and making healthcare more affordable for all. These goals are being brought to life by taking four critical steps for change.

The first phase of transformation focuses on making care safer. HHC embraces the goal of becoming a high-reliability organization; to date, more than 12,000 staff members have been trained in these principles. For them, each work day begins with a safety huddle. HHC is now focused on failure — mindful that “being in the moment” is a key step to eliminating human error. The results, to date, have been dramatic — a 73 percent reduction in the frequency of serious safety events during the past three years.

With safety and reliability as a foundation, we have established clinical councils — systemwide multidisciplinary teams charged with developing standards of care and monitoring outcomes data. HHC began with four councils in 2011. Today, there are 40 councils working to reach consensus about best practices, put these practices into use and monitor results. Care is monitored through clinical dashboards established for each council.

The third phase of transformation has been to increase transparency about outcomes and results.

We began with internal transparency — all dashboards are shared across the system and the identity of the hospitals and care teams is known. Last year, HHC committed to increase public transparency by publishing the clinical outcomes for its institutes detailing complication rates and important outcomes for specific diseases and procedures.

HHC is now embarking on the fourth phase of transformation: Clinical Care Redesign (CCR). CCR is an approach to restructuring care to drive better outcomes by reassessing all aspects of care. The goal is to create evidence-based standards and develop care paths that are efficient and effective. Clinical teams have begun CCR efforts in three areas: general medicine focusing on sepsis, pneumonia and chronic disease; cardiac care; and colorectal surgery. Early results in colon and rectal surgery are promising, with low complication rates for surgery and more rapid return home and to full activity for patients.

This sequential approach — safety, quality, transparency and pursuit of value — will allow HHC to fulfill its vision to be “most trusted for personalized coordinated care,” and to offer patients real value: quality, affordability and an unmatched customer experience.
### Hartford HealthCare Community Benefit summary

<table>
<thead>
<tr>
<th>Charity Care and Means-Tested Programs</th>
<th>Hartford Hospital</th>
<th>MidState Medical Center</th>
<th>Windham Hospital</th>
</tr>
</thead>
<tbody>
<tr>
<td>Charity care at cost</td>
<td>7,724,359</td>
<td>1,868,753</td>
<td>671,739</td>
</tr>
<tr>
<td>Unreimbursed Medicaid</td>
<td>78,364,493</td>
<td>26,408,774</td>
<td>11,546,728</td>
</tr>
<tr>
<td>Unreimbursed costs - other means-tested government programs</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total Charity Care and Means-Tested Programs</strong></td>
<td><strong>86,088,852</strong></td>
<td><strong>28,277,527</strong></td>
<td><strong>12,218,467</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Other Benefits</th>
<th>Hartford Hospital</th>
<th>MidState Medical Center</th>
<th>Windham Hospital</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community health improvement services and community benefit operations</td>
<td>2,111,113</td>
<td>367,689</td>
<td>167,369</td>
</tr>
<tr>
<td>Health professions education</td>
<td>46,281,960</td>
<td>0</td>
<td>37,339</td>
</tr>
<tr>
<td>Subsidized health services</td>
<td>2,522,409</td>
<td>452,655</td>
<td>97,052</td>
</tr>
<tr>
<td>Research</td>
<td>1,739,975</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Cash and in-kind contributions to community groups</td>
<td>12,084,144</td>
<td>1,372</td>
<td>38,220</td>
</tr>
<tr>
<td><strong>Total Other Benefits</strong></td>
<td><strong>64,739,601</strong></td>
<td><strong>821,716</strong></td>
<td><strong>339,980</strong></td>
</tr>
</tbody>
</table>

| Total                                 | 150,828,453       | 29,099,243              | 12,558,447      |
FY2016 figures are being reported in accordance with the IRS Form 990 Schedule H requirement.

<table>
<thead>
<tr>
<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>149,744</td>
<td>3,818,003</td>
<td>1,514,083</td>
<td>15,746,681</td>
</tr>
<tr>
<td>3,926,241</td>
<td>36,764,213</td>
<td>22,862,034</td>
<td>179,872,483</td>
</tr>
<tr>
<td>375,891</td>
<td>0</td>
<td>0</td>
<td>375,891</td>
</tr>
<tr>
<td>4,451,876</td>
<td>40,582,216</td>
<td>24,376,117</td>
<td>195,995,055</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>161,238</td>
<td>659,323</td>
<td>549,220</td>
<td>4,015,952</td>
</tr>
<tr>
<td>35,611</td>
<td>10,711,585</td>
<td>150,114</td>
<td>57,216,609</td>
</tr>
<tr>
<td>27,880</td>
<td>1,624,028</td>
<td>3,160,177</td>
<td>7,884,201</td>
</tr>
<tr>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1,739,975</td>
</tr>
<tr>
<td>0</td>
<td>105</td>
<td>56,500</td>
<td>12,179,341</td>
</tr>
<tr>
<td>224,729</td>
<td>12,995,041</td>
<td>3,915,011</td>
<td>83,036,078</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4,676,605</td>
<td>53,577,257</td>
<td>28,291,128</td>
<td>279,031,133</td>
</tr>
</tbody>
</table>
### Hartford HealthCare

**2018 BALANCED SCORECARD**

#### CULTURE AND CAPABILITIES

<table>
<thead>
<tr>
<th>Annual Improvement Priority (AIP)</th>
<th>Milestone</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. HHC Operating Model</strong></td>
<td>Building our H3W culture, employee and physician engagement: 1. Lean Immersion Training &amp; Daily Management rollout to remaining 150 work groups</td>
</tr>
<tr>
<td><strong>2. Care Connect/Epic/PeopleSoft</strong></td>
<td>Establish infrastructure to improve HHC’s in-network rate in three domains:</td>
</tr>
<tr>
<td><strong>3. In-Network Rate</strong></td>
<td>Complete testing, go-live and achievement of post go-live operational targets: 1. Ambulatory practices: Reduce out of network referral rate from Hartford HealthCare Medical Group (HHCMG) Primary Care Physicians (PCPs) to specialists from a baseline of 14.6% to 12.6%</td>
</tr>
</tbody>
</table>

#### PERFORMANCE EXCELLENCE

<table>
<thead>
<tr>
<th>Annual Improvement Priority (AIP)</th>
<th>Metric</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>4. Experience</strong></td>
<td>Develop the culture, implement Best Practices and engage leaders, team members and medical providers to improve the Human Experience 1. Improve blended rate based on Press Ganey surveys for Acute Care Inpatient (Rate the Hospital 0-10), Hartford HealthCare Medical Group (HHCMG) (Rate the Provider Office), Behavioral Health Network (BHN) (Overall Rating of Care), Emergency Services (Overall Rating of ER Care Given) and Hartford HealthCare Rehabilitation Network (HHCRN) (Overall Rating of Care)</td>
</tr>
<tr>
<td><strong>5. Clinical Care Redesign</strong></td>
<td>Redesign care in four clinical areas including cardiovascular, colorectal surgery, pneumonia/COPD, and imaging to improve quality outcomes and promote efficiencies in Supply Chain and Purchased Services to achieve cost reductions and annual savings</td>
</tr>
<tr>
<td><strong>6. Quality &amp; Safety</strong></td>
<td>Achieve target performance metrics in 3 areas: Average Length of Stay (ALOS), Hospital Acquired Infections (HAI), and Hand Hygiene</td>
</tr>
<tr>
<td><strong>7. Operational Performance</strong></td>
<td>Achieve targeted Operating Margin from audited financials</td>
</tr>
</tbody>
</table>

#### ACCESS AND GROWTH

<table>
<thead>
<tr>
<th>Annual Improvement Priority (AIP)</th>
<th>Metric</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>8. Access</strong></td>
<td>Improve access to HHC through better Emergency Department performance; door to provider time</td>
</tr>
<tr>
<td><strong>9. Institute Model</strong></td>
<td>Service line market share growth in the following Institutes: Cancer, Heart &amp; Vascular, Ayer Neuroscience, Orthopedics and Tallwood Urology</td>
</tr>
<tr>
<td><strong>10. Growth</strong></td>
<td>Grow all HHC services and achieve an improved Compound Annual Growth Rate (CAGR) for Hartford HealthCare based on total operating revenue</td>
</tr>
</tbody>
</table>
**Vision:** Most trusted for personalized coordinated care.

<table>
<thead>
<tr>
<th>Completed By</th>
<th>Accountability</th>
</tr>
</thead>
<tbody>
<tr>
<td>September 2018</td>
<td>J. Flaks T. Church</td>
</tr>
<tr>
<td>September 2018</td>
<td>J. Cardon D. Whitehead</td>
</tr>
</tbody>
</table>

### Baseline FY17 | Target FY18 | Accountability
---|---|---
| 69.5 | 70.95 | G. Lupacchino |
| N/A | Gross cumulative savings totaling $8M | R. Orlando |
| ALOS: 2.69 days; HAI: 436; Hand Hygiene: 64.36% | ALOS: 2.66 days; HAI: 392; Hand Hygiene: 91.0% | R. Orlando |
| 0.5% | 1.0% | C. Johnson J. Flaks |

### Baseline FY17 | Target FY18 | Accountability
---|---|---
| 27 minutes | 22 minutes | J. Flaks |
| 23.63% | 24.28% | D. Whitehead |
| 2.2%* | 4.2%* | D. Whitehead |

* Less one-time events