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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Hartford HealthCare is made up of institutions with roots in the 19th century, but we’ve been working together as an integrated health system for a decade. Over that ten-year period, we have made great progress toward our vision of being “most trusted for personalized coordinated care.” During each year of our journey, we have made significant — sometimes dramatic — progress along the path of disciplined transformation as we become a better, more cost-effective healthcare provider offering broader access and a great patient/customer experience.

Each year, we create a digest of the highlights of the year we’ve completed to share our evolution with all of our staff members, the people we serve, and anyone interested in our organization. In this 2018 Year in Review book, you will find both stories and statistics that illustrate a remarkable year of growth, financial strength, innovation and, most importantly, excellence in patient care. Above all, you will see the people of Hartford HealthCare leveraging technology in new ways to ensure that we keep our promise of unmatched, seamless care.

In addition to continued growth in ambulatory sites, we welcomed a new partner institution in Charlotte Hungerford Hospital in Torrington, Conn., which has become the nucleus of our Northwest Region. Our new Care Logistics Center is an “air-traffic control center” designed to get patients to the right care setting quickly. It was created in partnership with GE Healthcare and uses GE’s advanced predictive analytics to improve Emergency Department access and patient flow.

Our newly-expanded Center for Education, Simulation and Innovation (CESI) trained nearly 20,000 individuals this year including doctors, nurses, advanced practitioners, EMTs and military personnel. It is one of the nation’s preeminent simulation centers and it is helping us shape the next generation of high-tech healers. CESI also is deeply involved in collaborative testing, evaluation and training with global leaders in biotechnology and pharma.

We continue to expand the use of the Epic electronic health record to provide instant, secure access to patient information to both providers and patients. We will be using the Epic platform to expand our telehealth offerings in innovative ways. And, speaking of innovation, we have partnered with Tufts Health Plan to create a new Medicare Advantage health plan called CarePartners of Connecticut. It will use robust data-sharing to support high-caliber care and patient-provider collaboration.

For us, the quality of our care is everything. It’s why we’re trusted by our patients and families. HHC, for example, has been a leader in hand hygiene and has seen a 70-percent reduction in serious safety events in the past four years. Our unique medical institutes have created a single standard of quality care across Connecticut and beyond.

Finally, you will see a reference to #123. It’s not a social-media tag. It’s shorthand for our goal of being number one in patient/customer experience in the Northeast by 2023. We’re aiming for #123 because our customers are the ultimate judge of how we’re doing. Our focus on technology is an acknowledgement that much of the customer experience is now virtual — a trend that will only deepen in the years ahead. We’re working to improve our patient/customer experience in every encounter — in-person or digital — across our organization.

Sincerely,

Elliot Joseph
Chief Executive Officer
Hartford HealthCare
A Year of Systemwide Accomplishments

Hartford HealthCare

- In January 2018, Charlotte Hungerford Hospital in Torrington became the sixth acute-care hospital within Hartford HealthCare. With 109-beds, Charlotte Hungerford is a regional healthcare resource for 100,000 residents of Litchfield County and Northwest Connecticut.

- Began seeing patients at a new healthcenter on Queen Street in Southington. Services include primary care, specialty care, and a Center for Healthy Aging.

- Opened a state-of-the-art inpatient rehabilitation unit at Hartford Hospital to help patients regain their independence and return home safely after serious injury or illness.

- In January, 2018, introduced Hartford HealthCARES, a new, system-wide, rapid-response giving program aimed at helping communities near or far when disaster strikes.

- Opened Constitution Surgery Center East, a joint venture between Hartford HealthCare and Constitution Surgery Alliance, an ambulatory surgery center on Cross Road in Waterford.

- Launched #123, a system-wide initiative to position Hartford HealthCare as #1 in customer satisfaction in the Northeast by 2023.

Backus Hospital

- Received an “A” for patient safety from The Leapfrog Group, a national nonprofit healthcare rating organization.
• For the second consecutive year, Backus Hospital was recognized for achieving meritorious outcomes for surgical patient care by the American College of Surgeons through its National Surgical Quality Improvement Program.

• The Backus Hospital Breast Cancer Program earned a three-year reaccreditation from the American College of Surgeons’ National Accreditation Program for Breast Centers.

• Recently earned The Joint Commission’s Gold Seal of Approval® and the American Heart Association/American Stroke Association’s Heart-Check mark for Advanced Certification for Primary Stroke Centers.

Charlotte Hungerford Hospital

Completed a comprehensive, multi-year renovation and expansion of the Emergency Department. The 18,000 square foot Emergency Department features a more accessible entrance, updated parking, and improved traffic flow. Highlights include technically advanced nursing stations, state-of-the-art treatment rooms, and designated areas for nutrition, bariatric services, HAZMAT operations, and financial counseling.

• Reduced hospital acquired pressure injuries to below 1.0, exceeding 2018 target with daily patient surveillance by a Certified Wound and Ostomy nursing team.

• Adopted a web-based emergency communications system used in the event of local or regional disasters and participated in the first Hartford HealthCare system-wide emergency management drill in September.

Hartford Hospital

• Again ranked #1 in the Hartford metro area and among the best in Connecticut in the 2018-2019 U.S. News & World Report annual ranking of hospitals.

• Introduced a new LIFE STAR helicopter to launch the only air ambulance service in western Massachusetts, helping patients quickly get to tertiary care centers, including Hartford Hospital.

• Debuted a new dedicated suite for advanced gastrointestinal procedures, where physicians use endoscopy to treat early cancers and other disorders while reducing complications and avoiding conventional surgery risks.

• Opened a fifth cardiac catheterization lab, adding extra space to accommodate one of the state’s busiest programs with over 1,500 advanced diagnostic and interventional procedures performed each year.

• Improved hospital quality measures including achieving top decile performance for immunization in 2018. Through the efforts of a multidisciplinary team, including nursing, education, informatics, pharmacy and quality, daily audits show the hospital was at 100 percent on October 1, 2018.

Opened a state-of-the-art inpatient rehabilitation unit to help patients regain independence and return home safely after a serious injury or illness.
A Year of **Systemwide Accomplishments**

**The Hospital of Central Connecticut**

- Recognized by Healthgrades as a 2018 Distinguished Hospital for Clinical Excellence, ranking The Hospital of Central Connecticut among the top 5 percent in the nation for quality care. The hospital also received a Healthgrades Pulmonary Care Excellence Award.

- Received the Get With The Guidelines-Stroke Gold Plus award and a Target: Stroke Elite Plus award from the American Heart Association and American Stroke Association for stroke services.

- Became the first hospital in the Northeast to use the Globus ExcelsiusGPS® robotic spine technology.

- Launched a new multifaceted advertising campaign, highlighting in documentary-style format five service lines — emergency services, urology, cancer, maternity, and vascular surgery.

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MidState Medical Center celebrated the Connecticut Orthopaedic Institute’s one-year anniversary. Since opening, the institute has treated more than 4,200 patients for total knee and hip replacement procedures.
MidState Medical Center

- Received a clinical excellence award from Healogics, the nation’s leading and largest wound-care management company.

- Received the Get With The Guidelines-Stroke Silver award and a Target: Stroke Elite Plus award from the American Heart Association and American Stroke Association for stroke care services.

- Participated in the Connecticut Social Health Initiative, a project of the Connecticut Hospital Association that asks hospitals to test different approaches to address social factors that influence health.

- Awarded Comprehensive Center accreditation from the American College of Surgeons Metabolic and Bariatric Surgery Accreditation and Quality Improvement Program, in partnership with the American Society for Metabolic and Bariatric Surgery.

Windham Hospital

- Earned a “B” rating from The Leapfrog Group, a national nonprofit healthcare ratings organization. Grades are based on hospital performance in preventing medical errors, infections and other harms.

- The Jeffrey P. Ossen Family Foundation announced it will award a $47,407 grant to the Windham Hospital Foundation to purchase a new paramedic intercept vehicle for the hospital. This is the latest generous donation from the Ossen Foundation founded by Jeffrey Ossen, a local businessman and philanthropist, who passed away in 2007. His $500,000 gift to the hospital in 2004 started a capital campaign for renovation of the Emergency Department which bears his name.

- Began offering the Globus ExcelsiusGPS® surgical robot to perform spine surgery. The technology results in greater precision and faster recovery time.

Hartford HealthCare Institutes

Ayer Neuroscience Institute

- A new stroke protocol was implemented across HHC, extending the treatment window for ischemic stroke patients from 6 to 24 hours after onset of stroke symptoms, potentially resulting in less disability and better outcomes.

- Implemented the Deep Brain Stimulation (DBS) Surgical Program at Hartford Hospital. DBS is the only surgical treatment for patients with Parkinson’s disease and essential tremors.

- Recruited a medical director to lead the Comprehensive Epilepsy Center, and successfully launched 24/7/365 EEG at Hartford Hospital.

- The Chase Family Movement Disorders Center was selected to be an American Parkinson’s Disease Association Information and Referral Center, one of only 23 across the country.

- The Headache Center has continued to expand access throughout the year, most notably through the use of Telehealth for patient consults, which went live in September utilizing the new EPIC Telehealth platform. This allows patients to see their headache provider when it is most convenient for them.

Connecticut Orthopaedic Institute at MidState Medical Center

- Performed more than 3,000 orthopaedic cases, including 1,595 total joints and 346 spine cases, resulting in a year over year increase of 155 percent and 126 percent, respectively.

- Grew the team of physicians to 52 credentialed surgeons — an increase of 35 from 2017.

- Transitioned, on average, 96 percent of total joint patients directly home instead of to a skilled nursing facility.

Opened the new 3,800-square-foot Lester E. & Phyllis M. Foster Oncology and Infusion Center adjacent to the main hospital building.
A Year of **Systemwide Accomplishments**

- **Readmission rates** remained well below the national average of 4.2 percent. COI maintained a 1 percent readmission rate for its total joint population.

- **Attendance** at the pre-op joint class rose significantly from a 60 percent attendance rate in FY17 to more than 85 percent by end of FY18. This was in large part due to partnerships with physicians and offices, bringing classes to the community and providing online education as well.

**Behavioral Health Network**

- John Santopietro, MD, DFAPA, was named Hartford HealthCare Behavioral Health Network’s first Physician-in-Chief and will also serve as Senior Vice President for Hartford HealthCare.

- The Zero Suicide initiative, a program to decrease the number of suicides within and outside healthcare facilities, was launched across the Behavioral Health Network.

- Expanded the MATCH (Medication Assisted Treatment Close to Home) program, with new locations in Vernon, Southington, Norwich and Middletown, and added services in several locations such as art therapy, community gardens, yoga and a substance abuse partial hospitalization program.

- Rushford received two SAMSHA (Substance Abuse and Mental Health Administration) grants totaling $3.5 million over the next few years to help combat the opioid crisis. One $2 million grant involves first responders in Meriden connecting overdose victims with services through the Rushford Mobile Crisis Unit, and a $1.5 million grant will help at-risk clients to more easily access medication-assisted treatment.

- The Institute of Living Schizophrenia Rehabilitation Program received the Program of the Year Award from the Association of Ambulatory Behavioral Health. This award is given annually to programs that demonstrate outstanding advocacy, innovation and patient outcomes.

- The Olin Neuropsychiatry Research Center continued a wide range of research, including the impact of marijuana on driving, how pot impacts the brain and pupillometry, which measures pupil diameter to predict some mental health disorders.

**Bone & Joint Institute**

- The Bone & Joint Institute welcomed its second physician-in-chief, Dr. Theodore A. Blaine, in July 2018. Dr. Blaine is recognized nationally and internationally for his expertise in orthopedics.

- On the first anniversary of its grand opening, the Institute had performed 48 percent more joint replacement surgeries than the previous year.

- The Institute’s new model of orthopedic care led to a higher quality experience, improving patient experience scores by nearly 30 points over the same period the year before.

- The talented team at the Institute focused on quality and safety during the first year, significantly lowering rates of surgical site infection and blood clots.

- Spaces at the Institute left open for future development were converted in 2018 due to high demand. The two new operating rooms and 11 new patient rooms bring the total to ten operating rooms and 59 inpatient beds.

**Cancer Institute**

- Began construction on new facility in Manchester and renovations to the Hartford HealthCare Cancer Institute in Avon. The Manchester facility will have a wide range of oncology services, including an infusion center, medical oncology and oncology speciality services. The Avon project includes a complete renovation of the infusion center from

Established a Planet Fitness gym at Rushford in Middletown to help those in treatment and recovery. Planet Fitness donated the equipment.
Began construction on new HealthCenter in Manchester. The facility will include medical oncology, an infusion center and a wide range of surgical and specialty services.

one open space to 16 private bays overlooking a beautiful landscape. It will also add more exam rooms and physician offices.

- Opened a new Cancer Care Innovation Unit at Hartford Hospital, where in collaboration with Memorial Sloan Kettering (MSK), Phase I clinical trials are offered. This brings promising clinical trials to patients in a specialized facility with specially trained staff.

- Recruitment efforts included new vice president of operations, new medical director of system-wide Breast Program and a wide range of medical oncologists, breast surgeons and specialists in all regions.

- The Institute continues to expand its footprint, adding services in Plainfield and successfully integrating two major practices — one in Waterford and one with locations in Bristol, Southington and Plainville.

- As the charter member of the Memorial Sloan Kettering Cancer Alliance, the Institute continues to build on this relationship to benefit patients, with more than 250 patients enrolled in clinical trials. The Institute and MSK held their first combined community education event and several physician symposiums. With guidance from MSK the Institute has begun sequencing of cancer samples locally.

**Heart & Vascular Institute**

- Expanded subspecialty services across the state with new sites in the areas of electrophysiology, advanced heart failure and vascular surgery.

- The Hartford HealthCare Heart & Vascular Institute was chosen by Edwards Lifesciences as one of only 35 hospitals in the United States to participate in the Partners 3 Low Risk TAVR Continued Access Registry. This protocol will allow Hartford to treat low risk aortic stenosis patients with TAVR without randomization to surgery.

- Hartford Hospital was given the “3 STAR” highest composite Quality Rating by the STS National Registry for “Isolated Mitral Valve Repair and Replacement (MVRR)” and “Combined MVRR and CABG.”

- The Division of Electrophysiology has been chosen to be one of 11 centers in the United States to evaluate the Medtronic Bluesync MyCareLink Heart app enabling patient’s pacemakers to communicate with their iPhone to send updates on their implanted devices to their physicians.

- The American Heart Association Mission: Lifeline Registry awarded The Hospital of Central Connecticut the Gold Achievement Award and Hartford Hospital the Silver Achievement Award in 2018 for improvement in STEMI (myocardial infarction) treatment times and outcomes.
A Year of **Systemwide Accomplishments**

**Tallwood Urology & Kidney Institute**
- Opened new Tallwood Men’s Health center in Farmington to meet the specific needs of men. Coordinated services in one new building include: urology; behavioral health; endocrinology; preventive cardiology; medical weight loss and bariatric surgery. The facility also includes a nurse coordinator to help facilitate care.
- Recruited a new urologist in Central Connecticut and successfully transitioned a urology practice from New London to Waterford.
- The number of lives touched by Tallwood physicians continues to expand; volume grew by 18 percent year over year. Tallwood leads the state for treatment of urologic cancers, general urology, and pelvic health/incontinence.
- Complication rates were better than expected for those diagnosed with bladder, kidney and prostate cancers, as well as kidney stone procedures and treatment of benign prostate hyperplasia.

**Hartford HealthCare at Home**
- Three Hartford HealthCare at Home Transitional Care Nurses received designation as Certified Dementia Practitioners from the National Council of Certified Dementia Practitioners.
- Implemented a graduate nurse immersion program with nine graduates and a nurse preceptor program.
- Implemented Epic electronic medical records system.
- Participated in State of Connecticut “Stand Down Veterans Event” to honor veterans and provide community and health services to CT veterans.

**Hartford HealthCare Independence at Home**
- Received the 2018 Best of Home Care Employer of Choice Award.
- Expanded its footprint by adding 38 new towns.
- Averaged 89 percent in overall client satisfaction.
- Provided 718,204 in-home hours of care.
- Provided in-home care to 1,123 clients.

**Hartford HealthCare Rehabilitation Network**
- Partnered with Intermountain Health Care to launch the Rehabilitation Outcome Measurement System to collect information regarding the effectiveness of our services.
- Opened the new 26-bed Inpatient Rehabilitation Unit at Hartford Hospital to provide specialized physical, occupational and speech therapy to those who have suffered a major injury or illness.
- Opened new outpatient clinic at the Hartford HealthCare HealthCenter in Southington.
- Relocated outpatient services in Newington and West Hartford to spaces that better meet the needs of our patients.
- Instituted a clinical redesign of services with a focus on lymphedema, neuro and spine expertise.

**Hartford HealthCare Senior Services**
- Three Hartford HealthCare Senior Services communities received Centers for Medicare and Medicaid Services Five Star Awards: Jefferson House, Jerome Home, and Southington Care Center.
- Hartford HealthCare Center for Healthy Aging opened three new locations in Bloomfield, Southington and Torrington.
- Main Street Community Foundation awarded grants to Mulberry Gardens of Southington for a newly remodeled GoodLife Fitness Center and Southington Care Center for dementia living enhancement.
- Hartford HealthCare Center for Healthy Aging received LeadingAge Social Accountability Award.
- The first grant-funded certified nursing assistant training program was held with 10 graduates.
Hartford HealthCare Medical Group

- Recruited 20 primary care providers to existing and new practice locations in Burlington, Norwich, New London and East Lyme.

- Specialty recruits include 81 new physicians and advanced practice providers in medical and surgical specialties including strategic recruits for Hartford HealthCare’s Cancer Institute, Heart & Vascular Institute, Ayer Neuroscience Institute and Tallwood Urology & Kidney Institute.

- Opened a new HealthCenter in Southington with primary and specialty care practices; expanded services in Waterford and along the southeastern shoreline of CT.

- Improved the experience for our patients and increased engagement of staff, physicians and advanced practice providers. Continued focus on improving patient access has resulted in a 15 percent decline in patient dropped calls and an increase of 41 percent of our patients accessing MyChart Plus.

- Integrated the Backus practices fully into the Medical Group with the conversion of their EMR to EPIC.

- Expanded Call Center capabilities to increase ease of access to our specialists in addition to our primary care providers.

Integrated Care Partners

- CarePartners of Connecticut received approval from CMS to offer a new Medicare Advantage plan. Enrollment began in the fall of 2018.

- Successfully launched Healthy Planet Quality Dashboard which allows providers to monitor and manage quality performance.

- Successfully created and implemented a system-wide care management governance and operating structure to promote standard work across the care continuum.

- Achieved the Premier High Performer award for the CMS Comprehensive Joint Replacement bundled payment program for work at Midstate and Backus Hospitals.

- Resolved Anthem contract impasse and resumed in-network status achieving key contract objectives and successfully negotiated a 3-year Cigna contract for the system and ICP community providers. ICP practices generated $3.4 M in savings across our commercial and Medicare Advantage agreements.
Key System Initiatives

To Improve the Customer and Employee Experience Remember #123

Two years ago Hartford HealthCare President and Chief Operating Officer Jeffrey Flaks proclaimed that improving patient experience must be Hartford HealthCare’s No. 1 priority.

We followed up with Every Moment Matters, a program that features Hartford HealthCare employees who make a difference in the lives of our patients and clients. By displaying their pictures and accomplishments in public-facing locations across our system, we show our customers how much we care and set examples for each other.

The next step is dubbed #123. It’s a fun and easy reminder of a lofty promise: Hartford HealthCare will be No. 1 in customer experience in the Northeast by 2023.

This means that five years from now, we expect our patients will give us top scores on nationally recognized satisfaction surveys and our employees will feel that Hartford HealthCare is a great place to work.

In short, Hartford HealthCare will be a place where patients feel they get the best, most compassionate care and employees confidently recommend our services to friends and family because they love working here and providing the highest levels of care.

This initiative also recognizes research that shows that engaged employees provide the best customer experience.

"In order to be No. 1 in customer experience, we need to be No. 1 in employee experience," said Gerard Lupacchino, system vice president for experience and engagement, and organization development, who introduced #123 at regional leadership forums across the system. It’s no coincidence, he said, that for the first time customer experience and employee engagement are being addressed under one umbrella.

It’s all aimed at enabling Hartford HealthCare to exceed every hospital from New Jersey to Maine in customer and employee experience scores by 2023.

“No. 1 — that’s going to be us and that’s a big goal,” said Hartford HealthCare CEO Elliot Joseph. “I have confidence that we are going to be successful. We’re ready for it.”

Recognizing What Matters

In March 2017, Hartford HealthCare launched Momentum, a digital platform in which employees are recognized for exceptional efforts. Since then, nearly 120,000 of these acts have been recognized.

Each note of recognition is accompanied by an explanation of how the action exemplifies our H3W Leadership Behaviors or core values. Based on employee feedback, recognizers can now choose from four categories to describe why a person is being recognized. The new categories reflect HHC’s values and operating model. They are:

- Living the H3W Leadership Behaviors and HHC values
- Providing an exceptional experience
- Supporting continuous improvement and innovation
- Maintaining a safe environment

In addition, contingent workers (contractors who work with our teams regularly, but are not employees of Hartford HealthCare) have been added to Momentum so they too can recognize and be recognized for making every moment matter.
The Right Care in the Right Place at the Right Time

Dubbed Hartford HealthCare’s “mission control,” the Care Logistics Center quickly became an integral hub for efficient patient location and relocation. In its first year, the center facilitated 7,171 transfers from within and outside the system.

Opened in Newington on the first day of fiscal year 2018, the Center’s staff orchestrates an average of nearly 600 patient transfers a month. Tapping into Epic, HHC’s electronic health record platform, helps to provide coordinated care that responds to patient needs across the system.

From the beginning, the goal has been to get every patient to the right place for the right care from the right team at the right time, according to Vice President for Care Logistics Beth Ciotti.

“The Center helps us achieve our vision of being the most trusted for personalized, coordinated care,” Ciotti said. “With one call, clinicians and patients from both inside and outside of Hartford HealthCare can get instant access to our vast and deep network of specialists. Patients can then be routed to the most appropriate place for the care they need. The system reduces delays, improves convenience for patients, families and providers, and leads to better outcomes.”

One of a handful of next-generation patient logistics centers in the country, the Care Logistics Center connects physicians to experienced registered nurses who understand patient needs and initiate appropriate transfers quickly and efficiently.

In its first year, Ciotti said the Care Logistics Center realized a 56-percent decrease in transfer denials, or instances in which patients could not be relocated to a more appropriate care environment, and a 23.5 percent drop in out-of-network transfers. The latter, she explained, might have been necessary if there was no way to identify an available bed at Hartford HealthCare facilities.

The Lean Journey Continues

Over the past 4 years, the Hartford HealthCare Lean Transformation has changed the way we work in every part of our expanding healthcare system.

To date, we have provided immersion training to more than 1,200 leaders, and we have rolled out daily management huddles to 682 workgroups. Of those, 536 are now certified at the bronze level.

We recently embarked on our silver journey with 21 pilot groups working towards outcomes and improved experience. In addition, we have implemented tiered huddles that connect our organization through cascading information, up and down, from our President Visibility rooms, through executive leadership and front line staff.

These ongoing efforts are transforming the way we work, and the way we work together.

“Our work as leaders in the H3W Lean Operating model has allowed us to align our efforts as an organization and focus our attention on key strategic initiatives,” said Bimal Patel, senior vice president of Hartford HealthCare, and president of Hartford Hospital and the Hartford region. “The tiered huddles, leader standard work and systems to surface waste have supported our organization in enhancing performance levels, and have made a positive impact on what matters most.”
Key System Initiatives

Hartford HealthCare Teams Up With Tufts Health Plan to Form A New Company That Offers Medicare Advantage (HMO) Plans

In October 2018, Hartford HealthCare and Tufts Health Plan officially launched CarePartners of Connecticut — a new health insurance organization that brings together the healthcare experts of HHC with the quality and experience of Tufts Health Plan. A new kind of Medicare Advantage plan striving to make health care less stressful, CarePartners of Connecticut is more than Medicare coverage.

“At CarePartners of Connecticut, our commitment is to provide the best healthcare possible with a circle of care that revolves around the patient,” said Marc Hudak, president of CarePartners of Connecticut.

“We are unique in that physicians, hospitals, and the health plan work together to increase quality and improve coordination of care. That’s just one of the reasons CarePartners of Connecticut is an exciting new choice for those who are Medicare eligible and are exploring their options.”

CarePartners of Connecticut is an HMO plan with a Medicare contract. Enrollment in CarePartners of Connecticut depends on contract renewal. CarePartners of Connecticut HMO plans are available in Hartford, Litchfield, New Haven, New London, Tolland, and Windham counties.

Welcome Charlotte Hungerford Hospital

On January 1st, 2018, a new era in healthcare for northwest Connecticut began when Charlotte Hungerford Hospital became a member of Hartford HealthCare. Charlotte Hungerford is a 109-bed, general acute-care community hospital located in Torrington, Connecticut, that serves as a regional healthcare resource for 100,000 residents of Litchfield County and Northwest Connecticut. Charlotte Hungerford, now the sixth acute-care hospital within Hartford HealthCare, provides comprehensive inpatient and outpatient services including emergency, general medicine and surgery, maternity, radiology, behavioral health, and a wide range of specialty practices and services.

In 2016, Charlotte Hungerford celebrated a “Century of Caregiving” for the 100th anniversary of the hospital opening with a series of public events and commemorative book. The Hospital was founded as a gift by industrialist Uri T. Hungerford in memory of his mother Charlotte, who had a “boundless energy and dedication for helping others.” He envisioned a community hospital to be a beacon of hope and a place of comfort for the ill and injured of our region, and through his generosity and support, made it a reality.

The new affiliation with Hartford HealthCare allows Charlotte Hungerford’s long legacy of caring for the community to continue far into the future.

“We are delighted to have reached this important milestone and look forward to this affiliation with Charlotte Hungerford,” said Elliot Joseph, HHC’s Chief executive officer during a ceremony to mark the new affiliation. “Bringing our vision of being most trusted for personalized coordinated care to the residents of Northwestern Connecticut — in partnership with Charlotte Hungerford — is a true win for everyone, especially the local community.”
A Powerhouse for Training, Testing and Simulation

Hartford HealthCare’s Center for Education, Simulation and Innovation (CESI) has grown to meet the increasing need for simulation, training and medical device testing.

For years, CESI has been recognized as a regional, national and international destination for leading-edge medical training. But now its capabilities are greater than ever, due to a major expansion about a year ago.

The project increased CESI’s space from 10,000 to 35,000 square feet. It added more simulation space, including five high-fidelity training rooms, for a total of 10, and four classrooms. In a new, four-patient mock medical/surgical suite, clinicians practice triaging and caring for multiple patients simultaneously. A simulated intensive care unit provides a place to practice caring for critically ill patients.

But what truly sets CESI apart from other centers? It’s the ability it provides to medical device companies to create and perfect their prototypes, while getting real-time feedback from physicians within the healthcare system and beyond. The cadaveric lab helps these innovative firms move the industry forward, while clinicians are able to master new procedures.

“These new features, combined with the existing biolab and robotic, cardiac, endovascular and endoscopic simulation technology, make CESI one of the most comprehensive training centers in the world,” said Jeffrey Flaks, Hartford HealthCare president and chief operating officer. “That’s been our vision all along.”

In keeping with the center’s focus on innovation, the CESI team is exploring the use of virtual reality for training purposes.

“Using virtual reality to teach people in more of an immersion environment is one of the most exciting possibilities of the expanded CESI,” said Program Director Stephen Donahue, RRT.

The CESI program began as part of Hartford Hospital in 2000 and has grown to meet the training demand across the Hartford HealthCare system.

Organizations from near and far rely on CESI to gain and hone advanced skills. The U.S. Navy sends doctors and corpsmen to be trained at CESI. CESI also has a contract with the U.S. Air National Guard. Local, state and federal police officers come to CESI for active-shooter simulations, learning to care for victims until paramedics arrive. CESI also works with companies to support research and development of medical devices.

The recent expansion project increased CESI’s space from 10,000 to 35,000 square feet, including new tissue labs, simulation rooms and classrooms that help healthcare professionals hone their skills in a safe, highly sophisticated environment. Pictured are manikins used in training.

Word of CESI’s capabilities has stretched around the globe. Professionals have come from Europe, Asia, South America and other locations to take advantage of its unique learning opportunities.

Donahue says that CESI will continue to evolve to meet professionals’ educational needs.

“There are always new technologies coming out, and medical experts have to know how to use them in the real world,” Donahue says.

Simulation-based training is an effective tool for enhancing safety and quality. Clinicians work with high-technology manikins in computer-programmed scenarios to perfect their skills in a safe environment before applying them to patients.
Hartford HealthCARES Shows the Soul of Our System

In January 2018, Hartford HealthCare introduced Hartford HealthCARES, a new, system-wide, rapid-response giving program aimed at helping communities when disaster strikes.

The first recipient of HHC’s generosity was Castañer General Hospital in the remote mountains of Central Puerto Rico. The hospital, swamped when Hurricane Maria hit the island, serves more than the medical needs of its low-income farming community.

When power went out on Sept. 20, 2017, residents flocked to the hospital. They came seeking power for medical devices such as nebulizers and oxygen machines to help them breathe. Hospital refrigerators kept insulin at safe temperatures for folks with diabetes. And power outlets in the waiting rooms charged cell phones and other electronic devices, enabling much needed communication with worried friends and families.

A generator made all of this possible and pumped clean drinking water from the hospital well. But after many months without power from the damaged electrical grid, the generator began to fail.

We asked how we could help and our new friends in Castañer said their greatest need was a new generator.

In less than a month, here is what we accomplished:

- HHC employees generously gave: $34,000 through a one-time payroll deduction toward the purchase of a new generator for Castañer General Hospital.
- Inspired by the system’s generosity: BestHalo, a private company in Hartford, shipped 36 Halo AC/DC batteries to the hospital. The batteries allowed visitors to charge medical equipment and mobile devices and relieve stress on the old generator.
- HHC made an additional significant contribution to Hartford’s Hispanic Health Council to help families displaced by Hurricane Maria secure safe housing in Connecticut.

Together we made a difference!
Quality + Safety = High Value Care

Hartford HealthCare’s annual “Hartford HealthCare Quality and Safety Report” is now called the “Hartford HealthCare Quality, Safety and Value Report”. Why? Because providing the safest, highest-quality care improves value for our customers. Here are a few examples of ways in which HHC is providing better value:

• Hartford HealthCare Medical Group is using Lean Daily Management to become more responsive.
• Hartford HealthCare at Home is sustaining wound-management outcomes that are better than state and national averages.
• Our Heart & Vascular Institute has improved the speed in which it provides angioplasty to appropriate heart-attack patients.
• Our Behavioral Health Network has implemented best practices to address the opioid epidemic by expanding its MATCH™ (Medication Assisted Treatment Close to Home) programming, prescription of and education for Naloxone (Narcan®) and integration of recovery-based treatment in emergency departments.

These are just a few of the examples in this year’s report. “Value” has become a bit of a buzzword in American healthcare. But it really comes down to a simple proposition: Excellent and efficient care with a great customer experience — every time. Simple isn’t always easy, which is why the people of Hartford HealthCare work hard every day to get it right — and to set a high bar for the future. You can find the full report here: https://hartfordhealthcare.org/about-us/annual-reports/hartford-healthcare-quality-safety

Reaching People Where They Live Their Lives

Most people don’t think about healthcare on a daily basis. That’s why Hartford HealthCare has built a strong presence and connection with the communities and places where people live, work, shop and relax.

Seven days a week, shoppers at Westfarms mall in West Hartford can take a break in the Hartford HealthCare Relaxation Lounge in the corridor outside Nordstrom’s. They can set down their bags, charge their phones, and grab a seat in the lounge. Once there, they can watch videos focused on Hartford HealthCare services to help them manage their health, and learn about what Hartford HealthCare has to offer.

And, about once a month, a group of mall walkers convenes in the lounge, where they hear about a health topic from a Hartford HealthCare expert, before enjoying a healthy breakfast.

These efforts to reach people in the mall are just an example of how Hartford HealthCare extends its outreach to community partners. Every year, for the past 10 years, on a Sunday in late February or early March, thousands of people of all ages have flocked to the Aqua Turf Club in Plantsville for Healthy Family FunFest, a gigantic health and wellness fair catering to people of all ages. Presented in partnership with the Southington/Cheshire YMCA, the fair offers screenings, giveaways, activities for children, and information about services within Hartford HealthCare.

“The Hartford HealthCare brand is all about making connections,” said Keith Fontaine, Hartford HealthCare’s vice president for marketing and branding. “We want people to associate Hartford HealthCare with the activities they love. We connect with people where they are, so they trust and connect with our services when and where they need them.”

These community sponsorships include presence at high-profile sporting events, such as the Hartford Yard Goats and the Travelers Championship. Music lovers also experience the Hartford HealthCare brand and messaging at the Xfinity Theater in Hartford and the Toyota Oakdale theater in Wallingford.

“We are forging connections that will hopefully last a lifetime,” Fontaine said.
<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>9,420,620</td>
<td>2,845,045</td>
<td>1,746,199</td>
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<tr>
<td>Unreimbursed Medicaid</td>
<td>61,020,123</td>
<td>16,629,271</td>
<td>6,162,380</td>
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<tr>
<td>Unreimbursed costs</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>- 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>70,440,743</strong></td>
<td><strong>19,474,316</strong></td>
<td><strong>7,908,579</strong></td>
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</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</td>
<td>1,964,649</td>
<td>122,291</td>
<td>105,640</td>
</tr>
<tr>
<td>and community benefit operations</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Health professions education</td>
<td>39,939,747</td>
<td>575,783</td>
<td>126,161</td>
</tr>
<tr>
<td>Subsidized health services</td>
<td>3,810,252</td>
<td>554,364</td>
<td>837,017</td>
</tr>
<tr>
<td>Research</td>
<td>1,848,015</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Cash and in-kind contributions</td>
<td>8,464,664</td>
<td>0</td>
<td>7,022</td>
</tr>
<tr>
<td>to community groups</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Other Benefits</strong></td>
<td><strong>56,027,327</strong></td>
<td><strong>1,252,438</strong></td>
<td><strong>1,075,840</strong></td>
</tr>
</tbody>
</table>

| Total                                  | 126,468,070       | 20,726,754              | 8,984,419       |
FY2017 figures are being reported in accordance with the IRS Form 990 Schedule H requirement.

<table>
<thead>
<tr>
<th></th>
<th>Natchaug Hospital</th>
<th>The Hospital of Central Connecticut</th>
<th>William W. Backus Hospital</th>
<th>Charlotte Hungerford Hospital</th>
<th>System Totals</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>120,558</td>
<td>3,790,080</td>
<td>1,136,703</td>
<td>780,846</td>
<td>19,840,051</td>
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<tr>
<td></td>
<td>4,302,255</td>
<td>41,808,790</td>
<td>28,495,589</td>
<td>11,697,010</td>
<td>170,115,418</td>
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<tr>
<td></td>
<td>370,778</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>370,778</td>
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<tr>
<td></td>
<td>4,793,591</td>
<td>45,598,870</td>
<td>29,632,292</td>
<td>12,477,856</td>
<td>190,326,247</td>
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</tbody>
</table>

|                      | 437,525          | 530,487                             | 465,431                   | 68,579                        | 3,694,602     |
|                      | 360,534          | 10,687,011                          | 197,785                   | 244                           | 51,887,265    |
|                      | 54,752           | 452,346                             | 3,174,719                 | 2,832,628                     | 11,716,078    |
|                      | 0                | 0                                   | 0                         | 0                             | 1,848,015     |
|                      | 23,006           | 0                                   | 1,500                     | 3,557                         | 8,499,749     |
|                      | 875,817          | 11,669,844                          | 3,839,435                 | 2,905,008                     | 74,740,701    |

|                      | 5,669,408        | 57,268,714                          | 33,471,727                | 15,382,864                    | 265,066,948   |
ACUTE CARE HOSPITALS

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

Licensed Beds (inc. bassinets): 233
Transitions from Inpatient Care: 10,335
Patient Days: 48,321
ED Visits: 73,319
Newborn Admissions: 924
Inpatient Surgeries: 2,845
Ambulatory Surgeries**: 7,994
Employees: 1,610
Physicians on Staff: 480
Volunteers: 300
Operating Revenue*: $316.2 million

Charlotte Hungerford Hospital
540 Litchfield Street
Torrington, CT 06790
860.496.6666
charlottehungerford.org

Licensed Beds (inc. bassinets): 122
Transitions from Inpatient Care: 5,342
Patient Days: 23,319
ED Visits: 32,136
Newborn Admissions: 356
Inpatient Surgeries: 784
Ambulatory Surgeries: 2,781
Employees: 1,094
Physicians on Staff: 129
Volunteers: 150
Operating Revenue*: $94.2 million

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

Licensed Beds (inc. bassinets): 867
Transitions from Inpatient Care: 44,648
Patient Days: 238,677
ED Visits: 106,922
Newborn Admissions: 3,787
Inpatient Surgeries: 14,565
Ambulatory Surgeries**: 30,468
Employees: 7,234
Physicians on Staff: 1,362
Volunteers: 831
Residents/Fellows: 725
Medical Students: 302
Operating Revenue*: $1.4 billion

*Audited
** Includes joint venture ASC (Glastonbury, Southington, BJ, Waterford) volumes
*** Includes Natchaug Hospital
Year in Review 2018

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
thocc.org

Licensed Beds (inc. bassinets): 446
Transitions from Inpatient Care: 13,452
Patient Days: 66,098
ED Visits: 91,963
Newborn Admissions: 1,731
Inpatient Surgeries: 2,115
Ambulatory Surgeries**: 7,163
Employees: 2,130
Physicians on Staff: 519
Volunteers: 261
Residents/Fellows: 152
Operating Revenue*: $372.6 million

MidState Medical Center

435 Lewis Avenue
Meriden, CT 06451
203.694.8200
midstatemedical.org

Licensed Beds (inc. bassinets): 156
Transitions from Inpatient Care: 9,440
Patient Days: 35,378
ED Visits: 50,308
Newborn Admissions: 819
Inpatient Surgeries: 2,927
Ambulatory Surgeries**: 6,503
Employees: 1,157
Physicians on Staff: 432
Volunteers: 179
Operating Revenue*: $255.3 million

Windham Hospital

112 Mansfield Avenue
Willimantic, CT 06226
860.456.9116
windamhospitak.org

Licensed Beds (inc. bassinets): 130
Transitions from Inpatient Care: 2,861
Patient Days: 11,142
ED Visits: 34,145
Newborn Admissions: 110
Inpatient Surgeries: 796
Ambulatory Surgeries: 1,875
Employees: 567
Physicians on Staff: 280
Volunteers: 165
Operating Revenue*: $96 million

*Audited
** Includes joint venture ASC (Glastonbury, Southington, BJI, Waterford) volumes
Institute of Living
200 Retreat Avenue
Hartford, CT 06106
860.545.7000
instituteofliving.org

Transitions from Inpatient Care: 3,268
Inpatient Days: 38,802
Outpatient Visits (PHP/IOP/OP): 10,482
Employees: 673

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
natchaug.org

Transitions from Inpatient Care: 1,977
Inpatient Days: 20,046
Outpatient Visits (PHP/IOP/OP): 62,112
Employees: 518
Interns: 25
Volunteers: 10
Operating Revenue*: $52.7 million

Natchaug Hospital offers a wide range of accessible, community-based mental health and addiction treatment services for children, teens and adults through its network of ten sites across eastern Connecticut.

Rushford
883 Paddock Avenue
Meriden, CT 06450
1.877.577.3233
rushford.org

Residential Days: 34,933
Outpatient Visits (PHP/IOP/OP): 85,194
Employees: 390
Interns: 47
Volunteers: 5
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.

*Audited
Hartford HealthCare Medical Group
1290 Silas Deane Highway
Wethersfield, CT 06109
860.545.7188
hartfordhealthcaremedicalgroup.org

Office Locations: 86
Physicians: 381
Advanced Practice Providers: 181
Employees: 1,595
New Primary Care Patients: 45,168
Primary Care Visits: 502,108
Operating revenue*: $270.1 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): 2,087
Primary Care Provider Members: 409
Operating Revenue*: $7.5 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 2,000 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 at Home
1290 Silas Deane Highway
Wethersfield, CT 06109
860.249.4862
hhcathome.org

Total Admissions: 23,087
Employees: 1,084
Volunteers: 72
Branch Offices: 4
Operating Revenue*: $99.8 million

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

*Audited
Community Network

Hartford HealthCare
Independence at Home
969 Hebron Avenue
Glastonbury, CT 06033
1.888.863.2771
hhcindependenceathome.org

- Lifeline Units Provided: 1,200
- Live-in Hours: 455,136
- Total Service Hours: 709,870
- Clients Served: 1,182
- Number of Towns Provided Services: 148

Independence at Home offers non-medical home care, including live-in care, personal aides, meal preparation, and Lifeline emergency response systems.

Hartford HealthCare
Rehabilitation Network
181 Patricia M. Genova Drive
Newington CT 06111
860.696.2500
hartfordhealthcarerehabnetwork.org

- Patient Care Visits****: 857,544
- Employees: 933
- Operating Revenue*: $9.7 million

The HHC Rehabilitation Network provides physical rehabilitation services, including physical therapy, occupational therapy, speech and language therapy, 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: 962
- Volunteers: 127
- Operating Revenue*: $31.2 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, rehabilitation and residential care home
- Southington Care Center: skilled nursing
- Cedar Mountain Commons: independent and assisted living
- Jefferson House: skilled nursing and rehabilitation

*Audited
****Includes Managed Services Organization
<table>
<thead>
<tr>
<th>Annual Improvement Priority (AIP)</th>
<th>Metric/Milestones</th>
</tr>
</thead>
</table>
| **1. Experience & Engagement**   | Develop the culture, implement best practices and engage leaders, team members and medical providers to improve the Patient/Customer Experience and Employee Engagement. As measured by:  
• Experience: Increase Patient/Customer Overall Rating of Care using an HHC custom composite  
• Employee Engagement: Increase survey response to “I feel like I belong in this organization” |
| **2. Consumer Participation**    | Develop the HHC brand identity that will drive consumer participation and patient/provider utilization through the Epic patient portal. As measured by:  
• Utilization: Percentage of Hartford HealthCare Medical Group (HHCMG) patients, who have completed an appointment and have a MyChart account active within 30 days of the appointment  
• Participation: Percentage of patient medical advice requests that occur through MyChart, which are responded to within 2 days |
| **3. Access**                    | Expand Care Logistics Center (CLC) capability to incorporate a broader customer interface into the ambulatory diagnostic imaging environment to drive ease of access, such as appointments on demand |
| **4. Quality & Safety**          | Achieve target performance metrics in three areas: Reduce Hospital Acquired Infections (HAI), Reduce Sepsis Mortality, and Improve Clinical Documentation as measured by observed/expected mortality |
| **5. Clinical Care Redesign**    | Redesign care in Institutes and clinical areas including surgical services, imaging, nursing care, pharmacy and cancer care to improve quality outcomes and promote efficiencies in Supply Chain and Purchased Services to achieve cost reductions and annual savings |
| **6. Growth**                    | Grow all HHC services and achieve a three year Compound Annual Growth Rate (CAGR) for Hartford HealthCare based on total operating revenue |
| **7. Financial Strength**        | Achieve targeted Operating Margin from audited financials |
**Aspirational Goal:**
*Number One for Customer Experience in the Northeast by 2023*

<table>
<thead>
<tr>
<th>Baseline FY18</th>
<th>Target FY19</th>
<th>Accountability</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Experience:</strong> 72.38&lt;br&gt;<strong>Engagement:</strong> 3.90</td>
<td><strong>Experience:</strong> 74.54&lt;br&gt;<strong>Engagement:</strong> 3.93</td>
<td>G. Lupacchino</td>
</tr>
<tr>
<td><strong>Utilization:</strong> 41%&lt;br&gt;<strong>Participation:</strong> 83%</td>
<td><strong>Utilization:</strong> 46.32%&lt;br&gt;<strong>Participation:</strong> 95%</td>
<td>D. Whitehead</td>
</tr>
<tr>
<td><strong>N/A</strong></td>
<td>September 30, 2019</td>
<td>J. Cardon/ D. Whitehead</td>
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<tr>
<td><strong>HAI:</strong> 436&lt;br&gt;<strong>Sepsis:</strong> 1.09&lt;br&gt;<strong>ClinDoc:</strong> 1.08</td>
<td><strong>HAI:</strong> &lt; 384&lt;br&gt;<strong>Sepsis:</strong> ≤ 1.04&lt;br&gt;<strong>ClinDoc:</strong> ≤ 1.03</td>
<td>R. Orlando</td>
</tr>
<tr>
<td><strong>N/A</strong></td>
<td><strong>$7M</strong></td>
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<td><strong>7.4%</strong></td>
<td><strong>7.8%</strong></td>
<td>D. Whitehead/ K. Goyette</td>
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<tr>
<td><strong>2.25%</strong></td>
<td><strong>3.25%</strong></td>
<td>C. Johnson</td>
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