More health in your life.
To improve the health and healing of the people and communities we serve.

Most trusted for personalized coordinated care.

Integrity | Caring | Excellence | Safety
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Dear Colleagues:

Welcome to a new decade. It’s an exciting time. What will we accomplish together in the year — and years — ahead? What breakthroughs, innovations and programs will we imagine, create and put in place to serve our communities? How many people will rely on us, and how will Hartford HealthCare look and feel a decade from now?

Those are heavy questions. I hope you believe, as I do, that anything is possible, and that we are bound only by our imaginations. This optimism is rooted in reality.

Reflect on the amazing work we have done in the past decade. Hartford HealthCare has transformed from a regional, hospital-based network into a true statewide system of care. Our electronic health record seamlessly connects patients and providers. Our institutes provide a consistently high quality of care across our system — and attract world-class leaders to ensure the best minds in medicine are leading care delivery. We’ve made it more convenient for people across Connecticut to get the care they need, closer to their homes and workplaces. Each and every day, Hartford HealthCare provides care to more than 17,000 people. We touch those lives in their homes, in ambulatory facilities, urgent care centers, programs from birthing centers to hospice care, and our hospitals.

This is what we have built together. It is a foundation for our future — strong, resilient and ready.

In this report, you’ll see and read examples of just some of what we have done in the past year alone. We take pride in these accomplishments because they represent the dedication, teamwork and focus of 30,000 colleagues across Hartford HealthCare. But most importantly, because they demonstrate our vision in action — striving every day to be trusted for personalized, coordinated care.

It’s why we enter 2020 with a sense of optimism and opportunity — to provide more care and services, in more innovative ways, with greater expertise, serving a growing number of communities.

Here’s to a bold new decade — and more ways to help people live their healthiest lives.

Jeffrey Flaks
President and Chief Executive Officer
Hartford HealthCare
Hartford HealthCare locations and service area

- **7** Hospitals
- **12** Surgical and Gastrointestinal Diagnostic Centers
- **24** Urgent Care Centers
- **35** Imaging Locations
- **144** HHC Medical Group sites
- **360** Total Locations
- **185** Towns & Cities in Service Area
- **30,000** Colleagues
- **$4.3B** Operating Revenue
- **A** Rated

As of December 2019
HHC’s decade of accomplishment

building smart scale

creating integration

2010
Common values and vision
H3W leadership behaviors introduced
First State of the System
First system balanced scorecard

2011
One HHC board and governance structure
HHC consolidated investment program
Financially obligated group
System-wide functional departments
One HHC brand

2012
Beginning of HHC THRIVE system-wide
ICP formed

2013
Hartford HealthCare Medical Group
Formal Integration of Behavioral Health Network
CareConnect
Regional management teams
H3W leadership behaviors introduced for staff

2014
HHC System Support Office
PeopleSoft HR implementation
HHC Cancer Institute
20+ Clinical Councils
H3W leadership behaviors introduced for staff

2015
Post-acute services integration
Regional Board structure
Enhanced H3W Operating Model
PeopleSoft Finance

2016
Medical Group CareConnect “Go-lives”
MidState & Windham CareConnect “Go-lives”
Hartford Hospital & Natchaug CareConnect “Go-lives”

2017
HOCC & Backus CareConnect
Strategic Imaging Platform

2018
Bloomfield & Glastonbury GI Centers
Hartford & Waterford Surgery Centers
HHC Care Logistics Center Opens
CT Orthopaedic Institute

2019
Charlotte Hungerford Hospital
LIFESTAR III Baystate Medical Center
CarePartners of Connecticut
Middlesex Cardiology
Soundview Medical Associates
St. Vincent’s Medical Center

Charlotte Hungerford and HHC at Home CareConnect “Go-lives”

Year in Review 2019
Quick Facts & Figures

ACUTE CARE HOSPITALS

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

- Towns in HHC Service Area: 185
- Colleagues: 30,000
- Transitions from Inpatient Care: 106,537
- Inpatient Days: 552,258
- ED Visits: 446,813
- Primary Care Visits: 673,516
- Operating Revenue: $4.3 billion

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

- Licensed Beds (inc. bassinets): 233
- Transitions from Inpatient Care: 10,948
- Patient Days: 51,627
- ED Visits: 73,924
- Newborn Admissions: 881
- Inpatient Surgeries: 2,378
- Ambulatory Surgeries: 9,369
- Employees: 1,705
- Physicians on Staff: 303
- Volunteers: 325
- Operating Revenue: $385.1 million

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

- Licensed Beds (inc. bassinets): 122
- Transitions from Inpatient Care: 5,737
- Patient Days: 26,624
- ED Visits: 30,705
- Newborn Admissions: 371
- Inpatient Surgeries: 785
- Ambulatory Surgeries: 2,879
- Employees: 1,059
- Physicians on Staff: 128
- Volunteers: 150
- Operating Revenue: $137.7 million

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

- Licensed Beds (inc. bassinets): 867
- Transitions from Inpatient Care: 47,074
- Patient Days: 256,657
- ED Visits: 108,145
- Newborn Admissions: 3,808
- Inpatient Surgeries: 14,504
- Ambulatory Surgeries: 31,627
- Employees: 7,138
- Physicians on Staff: 1,393
- Volunteers: 847
- Residents/Fellows: 696
- Medical Students: 293
- Operating Revenue: $1.7 billion

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1 Audited
2 Includes joint venture ASC (Glastonbury, Southington, BJW, Waterford) volumes
3 Includes Managed Services Organization
4 Includes Natchaug Hospital
5 Includes employees and contingent staff
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: 14,269
Patient Days: 69,744
ED Visits: 50,234
Newborn Admissions: 1,733
Inpatient Surgeries: 2,151
Ambulatory Surgeries\(^2\): 6,929
Employees: 1,224
Physicians on Staff: 604
Volunteers: 281
Operating Revenue\(^1\): $321.7 million

MidState Medical Center
435 Lewis Avenue
Meriden, CT 06451
203.694.8200
MidstateMedical.org
Licensed Beds (inc. bassinets): 156
Transitions from Inpatient Care: 10,282
Patient Days: 39,108
ED Visits: 50,234
Newborn Admissions: 778
Inpatient Surgeries: 3,407
Ambulatory Surgeries\(^2\): 6,929
Employees: 1,224
Physicians on Staff: 604
Volunteers: 281
Operating Revenue\(^1\): $321.7 million

St. Vincent's Medical Center
2800 Main Street
Bridgeport, CT 06606
203.573.6000
StVincents.org
Licensed Beds (inc. bassinets): 473
Transitions from Inpatient Care: 13,520
Patient Days: 78,373
ED Visits: 62,288
Newborn Admissions: 729
Inpatient Surgeries: 2,807
Ambulatory Surgeries: 4,001
Employees: 3,245
Physicians on Staff: 669
Volunteers: 160
Residents/Fellows: 49
Operating Revenue\(^1\): $490 million

Windham Hospital
112 Mansfield Avenue
Willimantic, CT 06226
860.456.9116
WindhamHospital.org
Licensed Beds (inc. bassinets): 130
Transitions from Inpatient Care: 2,741
Patient Days: 10,254
ED Visits: 33,431
Newborn Admissions: 97
Inpatient Surgeries: 615
Ambulatory Surgeries: 1,863
Employees: 593
Physicians on Staff: 256
Volunteers: 145
Operating Revenue\(^1\): $108.8 million
Institute of Living
200 Retreat Avenue
Hartford, CT 06106
860.545.7000
InstituteOfLiving.org

Transitions from Inpatient Care: 3,151
Inpatient Days: 40,719
Outpatient Visits (PHP/IOP/OP): 108,267
Employees: 719

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: 1,966
Inpatient Days: 20,141
Outpatient Visits (PHP/IOP/OP): 223,066
Employees: 528
Interns: 125
Volunteers: 7
Operating Revenue¹: $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: 33,921
Outpatient Visits (PHP/IOP/OP): 178,504
Employees: 390
Interns: 39
Residents/Fellows: 1
Operating Revenue¹: $33.1 million

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

¹ Audited
² Includes Managed Services Organization
Hartford HealthCare at Home
1290 Silas Deane Highway
Wethersfield, CT 06109
860.249.4862
HHCatHome.org
Total Admissions: 26,244
Employees: 1,160
Volunteers: 80
Branch Offices: 4
Operating Revenue1: $117.2 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 Lifeline emergency response systems.

Hartford HealthCare Independence at Home
969 Hebron Avenue
Glastonbury, CT 06033
1.888.863.2771
HHCIndependenceAtHome.org
Lifeline Units Provided: 1,000
Live-in Hours: 494,397
Total Service Hours: 814,939
Clients Served: 1,296
Number of Towns Served: 151
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 Visits1: 936,947
Employees: 662
Operating Revenue1: $9.6 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: 330
Employees: 940
Volunteers: 95
Operating Revenue1: $31.9 million
Includes: Hartford HealthCare Center for Healthy Aging: senior resource/assessment center; The Orchards at Southington: independent & assisted living; Arbor Rose at Jerome Home: independent & 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 & residential care home; Southington Care Center: skilled nursing; Cedar Mountain Commons: independent & assisted living; Jefferson House: skilled nursing & rehabilitation.
Quick Facts & Figures

PHYSICIAN ORGANIZATIONS

Hartford HealthCare Medical Group
1290 Silas Deane Highway
Wethersfield, CT 06109
860.545.7188
HartfordHealthCareMedicalGroup.org

Office Locations: 173
Physicians: 496
Mid-Level Providers: 278
Employees: 1,618
New Primary Care Patients: 114,095
Primary Care Visits: 604,087
Operating revenue*: $330 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): 2,431
Primary Care Provider Members: 400
Operating Revenue*: $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 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.

*Audited
Senior Executive Leadership

Jeffrey Flaks
HHC President & Chief Executive Officer

James Cardon, MD
HHC Executive VP & Chief Clinical Integration Officer & CEO, Integrated Care Partners

Tracy Church
HHC Executive VP & Chief Administrative Officer

Jeffrey Cohen, MD
HHC Executive VP & Chief Clinical Operating Officer

Michael J. Daglio
HHC Executive VP & Chief Operating Officer

Charles L. Johnson, III
HHC Executive VP & Chief Financial Officer

Ajay Kumar, MD
HHC Executive VP & Chief Clinical Officer

David Mack
HHC Senior VP & Chief Legal Officer

David Whitehead
HHC Executive VP & Chief Strategy & Transformation Officer
A Year of Systemwide Accomplishments

Institutes

Ayer Neuroscience Institute
- Increased access to multiple neuroscience services, including opening the second comprehensive Chase Family Movement Disorders Center and Headache Center in Cheshire, a Spine Center at The Hospital of Central Connecticut, establishing memory care and sports neurology services in the Hartford Region, expanding pain management services to the East Region and recruiting four providers to the Northwest Region.

- Received The Joint Commission Comprehensive Stroke Center Re-Certification at Hartford Hospital, Joint Commission Primary Stroke Center Re-Certification at The Hospital of Central Connecticut and MidState Medical Center, and Joint Commission Spine Disease Re-Certification at Hartford Hospital.

- Recruited 37 physicians and 25 advanced practice providers to support growth in existing regions and expansion into new markets, including six physician leaders to support quality, memory care, spine, pain management, sports neurology and epilepsy surgery.

- First in Connecticut to perform a Boston Scientific Vercise Deep Brain Stimulation case.

- Received approval for a neurosurgery residency program beginning July 2020. Re-accredited for a neurology residency, vascular neurology and neuromuscular fellowship. Recruited two inaugural headache fellows and an inaugural movement disorders fellow.

Behavioral Health Network
- Received a $5-million philanthropic gift to support innovative programming and scale existing programs to new geographies.

With funding from a $2-million Substance Abuse and Mental Health Administration grant, the Meriden Opioid Referral for Recovery program encouraged treatment instead of incarceration.

Perform a single-photon emission computed tomography case and a thermal ablation procedure for epilepsy.
The Institute of Living received a $1-million grant from the American Foundation for Suicide Prevention to study how cognitive behavioral therapy can reduce suicide risk after discharge from an inpatient hospital setting.

Continued to implement Zero Suicide best practices to reduce or eliminate suicide deaths in healthcare settings. Embedded Recovery Support Specialists, people in recovery who have been trained to support and facilitate treatment for mental illness or substance use, in multiple healthcare settings.

**Bone & Joint Institute**

- Increased surgical volumes to 5,493 cases.
- Launched the RECOVER Program, in which a dedicated team of nurses ensures patients are connected to various services post-transition to maximize recovery and access to needed services.
- Established the Patient Family Advisory Council.
- Earned The Joint Commission three-year reaccreditation in both joint replacement surgery and spine surgery.
- Grew research and educational programs, with the launch of a new Grand Rounds series attracting world-renowned physicians, new fellowship training programs and multiple research studies earning national recognition.

**Cancer Institute**

- Recruited eight medical oncologists and four oncologic surgeons to the Institute.
- Opened a new cancer center in Manchester, renovations to facilities in Avon and Waterford, added a pharmacy at the Hartford Hospital infusion center, established the MidState Medical Center Breast Center, and welcomed Oncology Associates to the Hartford HealthCare Medical Group and the Cancer Institute.
- Added new technologies and therapies to save lives and improve quality of life for patients, including the use of non-radioactive seeds instead of wires to mark breast tumors that will be removed in surgery; the use of Deep Inspiration Breath Hold for breast cancer; treatment for neuroendocrine tumors using Lutathera, using molecular targeting to deliver radiation doses directly to the tumor.
- As a member of the Memorial Sloan Kettering Cancer Alliance, our two organizations jointly sponsored symposiums, tumor boards and disease management teams in Connecticut.
- Along with Jackson Laboratory, was awarded a five-year, $2.2-million National Institutes of Health grant to research the immune system’s response to lung cancer and to examine the interactions between cancer and the human microbiome.

**Connecticut Orthopaedic Institute**

- Received The Joint Commission Gold Seal of Approval for Advanced Certification for Total Hip and Total Knee Replacement.
- Launched a marketing campaign positioning COI as a national leader in quality and patient experience based on its receipt of the Joint Commission’s Gold Seal, held by fewer than 100 hospitals nationwide at the time of the campaign.
- Achieved a Press Ganey patient satisfaction in the 99th percentile.

- Completed 4,000 cases, including 2,000 joint replacement and 600 spine cases. More than 50 surgeons have now completed cases at MidState as a part of COI since the April 2017 opening.
Heart & Vascular Institute

- Cared for more patients across all subspecialties. Cardiac surgery grew 31%; electrophysiology grew 10% across the system; interventional cardiology grew 12%. Advanced heart failure continued double-digit growth with expansion to new sites, and clinical cardiology visits were up across the state.
- Opened or expanded new sites and had subspecialty programmatic expansion in Middletown, Old Saybrook, Marlborough, Meriden, Norwich, Milford and Derby.
- Hartford Hospital was the only hospital in the state to achieve a top 3-star rating in four categories: Coronary Artery Bypass Grafting (CABG), Aortic Valve Replacement, Mitral Valve Replacement/Repair, and Mitral Valve Repair/Replacement plus CABG.
- Rated #1 in Connecticut for three-year survival rates and second best in New England; in top 11 nationally for adult heart transplant programs according to the data from the Scientific Registry of Transplant Recipients.
- Hartford structural heart physicians pioneered use of the carotid approach as a preferred alternative vascular access for treating TAVR patients.
- Recruited 34 experts in cardiology, interventional cardiology, electrophysiology, amyloidosis, advanced heart failure, vascular surgery, inherited cardiovascular diseases and invasive imaging.

Tallwood Urology & Kidney Institute

- Launched the Urology Service Line Call Center, which improved access for patients, resulting in a 5% increase in visits.
- Developed 17 clinical standards of care via five clinical councils.
- Recruited six new providers, and surpassed targets for growth, market share and patient experience.
- Organized 25 community education forums and three continuing medical education events.

Backus Hospital

- The only hospital in the state and one of only 460 nationwide to receive the Patient Safety Excellence Award from HealthGrades.
- Re-verified as a Level III Trauma Center by the American College of Surgeons.
- Received the American Heart Association/American Stroke Association’s Honor Roll Silver Plus Quality Achievement Award.
- Teamed up with local emergency medical system responders using Hartford HealthCare’s electronic health records system to improve communication and patient care in the field. Backus became the first Hartford HealthCare hospital to go live with the Health Data Exchange.

Charlotte Hungerford Hospital

- Converted its electronic health medical record system to a new Epic platform.
- Recruited and welcomed 18 new physicians and medical providers in primary and specialty care, ENT, pediatrics, OB/GYN, general and breast surgery, neurology and urology.
- Invested $1.3 million in grants from the Northwest Building Healthier Communities Fund to regional partners and nonprofits in the areas of education, health and healthcare, neighborhood and environment and economic stability and growth.
- Awarded an ‘A’ for The Leapfrog Group’s spring 2019 Hospital Safety Grade, recognizing efforts in protecting patients from harm and providing safer healthcare.
Hartford Hospital

- Opened a new Medical Observation Unit to improve patient and staff experience and better manage patient flow.
- Made significant improvements in quality and safety indicators, including reducing catheter-associated urinary tract infections and sepsis mortality.
- Earned national accreditations in nuclear medicine, PET scan, stroke care, and cardiac rehabilitation.
- Earned the Stroke Gold Plus for quality achievement in stroke care from the American Heart Association and American Stroke Association.

The Hospital of Central Connecticut

- Expanded the Cardiac Rehabilitation Center to enhance recovery, including telemetry-monitored exercise for patients who have had angioplasty, coronary artery bypass graft surgery, valve replacement or repair, heart transplant, and systolic congestive heart failure.
- Recruited key providers, including Carrie Carsello, MD, FACS, the only endocrine surgeon within Hartford HealthCare; and Andre Ghantous, MD, a fellowship-trained interventional cardiologist, who was named chief of cardiology; as well as Bret Schipper, MD, named director of surgical oncology at Hartford HealthCare, who will perform cases at The Hospital of Central Connecticut.
- Received the Mission Lifeline Gold Plus award on the New Britain campus.
- Opened the Spine Center for adults struggling with acute back and neck pain, treating a variety of conditions, including back injuries, acute back and neck pain, spinal stenosis, degenerative discs, pinched nerves, bulging discs and more.

MidState Medical Center

- Opened the new Breast Care Center, offering screening, post-operative treatment with 3D mammography, breast conservation surgery, chemotherapy, radiation therapy, and same-day imaging services.
- Welcomed Northeast Emergency Medical Specialists as the provider of emergency services in the Emergency Department, initiating a significant improvement in all operational metrics, including patient satisfaction.
- Celebrated MidState’s 20th anniversary and launched a brand campaign highlighting MidState’s patient experience and clinical expertise.
- Attracted top talent, including board-certified neurological surgeon Patrick Tomak, MD, specializing in spine care; and Niamey Wilson, MD, named director of breast surgery, research and quality for the Hartford HealthCare Cancer Institute and breast surgery division leader for Hartford HealthCare Medical Group.

Windham Hospital

- Awarded an ‘A’ for The Leapfrog Group’s spring 2019 Hospital Safety Grade, recognizing efforts in protecting patients from harm and providing safer healthcare.
• Earned The Joint Commission’s Gold Seal of Approval for Advanced Certification for Total Hip and Total Knee Replacement.
• Received the Certificate of Recognition from the American Diabetes Association for high quality diabetes education programs.

Hartford HealthCare Community Network

• Campus Care expanded to Trinity College and University of Hartford, creating partnerships around sports health services and student health services.
• Created a formal partnership with the Southington Cheshire YMCA, implementing a diabetes prevention program with a grant from Bradley H. Barnes and Leila U. Barnes Memorial Trust of the Main Street Community Foundation.

Hartford HealthCare at Home

• Expanded Fairfield County access with the affiliation of Visiting Nurse Services of Connecticut.
• Affiliated with the Center for Hospice Care Southeastern Connecticut.
• Completed artificial intelligence pilot in collaboration with Senscio Systems in the Northwest Region for patients with congestive heart failure.
• Initiated clinical specialty teams within Hartford HealthCare Institutes to create continuity of care.
• Implemented Epic as the new electronic medical record for certified homecare and hospice patients.

Hartford HealthCare Independence at Home

• Received national recognition as Best of Home Care’s Employer of Choice and Provider of Choice for 2019.
• Averaged 89.2% in overall client satisfaction.
• Implemented Alaya Care home care software package.
• Expanded Fairfield County access with the affiliation of Partners in Care (Visiting Nurse Services).

Hartford HealthCare Senior Services

• Jefferson House received Five/Five Star Award from Centers for Medicare and Medicaid Services.
• Hartford HealthCare Center for Healthy Aging received LeadingAge Social Accountability Award.
• Opened a new Hartford HealthCare Center for Healthy Aging at Backus Hospital in Norwich.
• Offered a grant-funded Certified Nursing Assistant Program.

Main Street Community Foundation awarded grants to Southington Care Center for their new Garden Room and renovation of their long-term care nursing unit.

Held the 10th annual Healthy Family FunFest with the Southington Cheshire YMCA, providing health information, activities and screenings to more than 3,000 people.
Hartford HealthCare Rehabilitation Network

• Opened three new outpatient clinics in Cheshire, Cromwell and Pawcatuck.
• Staff presented at the Klose National Conference and National Athletic Training Association Conference.
• Saw a 14% growth in outpatient clinic visits from last fiscal year.
• Implemented a single standard of care for patients with acute low back pain resulting in patients getting better in fewer visits.

Hartford HealthCare Medical Group

• Grew the Medical Group by 100 specialty providers and 47 primary care providers, including the addition of Hartford HealthCare’s largest ambulatory integration to date — Soundview Medical Associates in Norwalk.
• Embedded additional behavioral health clinicians in primary care offices, improved access with expanded electronic patient portal utilization, and implemented an electronic health record app and website, “Connections that Matter,” connecting patients to community resources.

Integrated Care Partners

• Launched CarePartners of Connecticut, a Medicare Advantage plan, including a robust marketing plan to expand enrollment for 2020.
• Successful ambulatory quality initiative led to a 6% quality improvement score as well as a 100% ACO Quality score for the 2018 performance year.
• ICP ambulatory care managers performed nearly 40,000 transitions of care as well as chronic care management for more than 13,000 unique patients.
• Launched Centers for Medicare and Medicaid Services (CMS) bundled payment programs (BPCI-Advanced) at The Hospital of Central Connecticut and Hartford Hospital while continuing to manage performance for the CMS Comprehensive Joint Replacement bundled payment programs at MidState Medical Center and at Backus Hospital.
• ICP practices generated $3.7 million in savings across our commercial and Medicare Advantage agreements.

Celebrated one-year anniversary of Inpatient Rehabilitation Unit at Hartford Hospital.

Opened three new healthcenters in Pawcatuck, Cheshire and Manchester and deepened community involvement by establishing a partnership with Trinity College and the University of Hartford to operate their school health centers.
National Quality and Safety Scores Improve

In its fall 2019 Hospital Safety Grades report, the Leapfrog Group, a national nonprofit organization that rates healthcare quality and safety performance, gave Hartford HealthCare high marks.

Four of our hospitals received an "A" grade (Backus, Charlotte Hungerford, MidState Medical Center, and Windham). Additionally, The Hospital of Central Connecticut improved from a "C" to a "B." And Hartford Hospital, although there was no change in letter grade ("C"), saw significant improvement in year-over-year performance in reducing hospital acquired infections and deepening its practices on error prevention.

Collectively, we have made some great strides in enhancing quality and safety for the patients we serve. For example, we have reduced hospital-acquired infections, serious safety events and blood clots.

The Leapfrog survey allows hospitals and health systems to benchmark themselves against other hospitals locally and nationally. Each survey is an opportunity for us to learn and get better. It’s our goal to improve grades across our system of care as part of our overall commitment to “one standard of excellence.”

The Leapfrog survey consists of nine sections, each of which drills down on safety issues in a particular area. The sections are: basic hospital information; medication safety — computerized physician order entry; inpatient safety; maternity care, Intensive Care Unit physician staffing; National Quality Forum (NQF)-endorsed safe practices; managing serious errors; medication safety and pediatric care. (HHC did not report pediatric care.)

At Hartford HealthCare, we are committed to improving our performance in measures that drive quality and safety. We continue our focus on reducing preventable harm (such as central line infections, falls, and pressure ulcers, to name a few) as well as eliminate preventable mortality. With this commitment to safety and high reliability we are “making every moment matter” for the patients and families we are privileged to serve.
Crossing the Fairfield County Frontier

Over the years, Hartford HealthCare has established a connected system of care throughout Connecticut. The notable exception was Fairfield County — where Hartford HealthCare had limited services and presence.

Not any longer. Hartford HealthCare has crossed the final Connecticut frontier with the October 1 acquisition of St. Vincent’s Medical Center in Bridgeport, and partnerships with an increasing number of medical practices and health services, including homecare and hospice, in that county.

“As we strive to improve the health and healing of the people and communities we serve, we are extending our hand to people in the Fairfield County region,” said Jeffrey A. Flaks, president and CEO. “Fairfield County needs a vibrant St. Vincent’s Medical Center — one that’s an essential part of a highly connected system of care. As part of Hartford HealthCare, St. Vincent’s patients will have access to more programs and services, excellent care coordination and a truly statewide focus on quality and safety — on and off the main hospital campus.”

St. Vincent’s Medical Center, with more than 3,200 associates, includes a licensed 473-bed community teaching hospital, a 76-bed inpatient psychiatric facility in Westport, a large multispecialty provider group and St. Vincent’s Special Needs Services. It was previously part of Ascension, which is the nation’s largest nonprofit health system.

In addition to the Medical Center, Hartford HealthCare is expanding the services and access it offers to the Fairfield County community through creation of a cohesive, comprehensive network of services. Soundview Medical Associates, a robust medical practice with offices in Norwalk and Darien, is working with the Hartford HealthCare Medical Group. The practice includes 30 primary and specialty physicians and 120 employees.

Additionally, Hartford HealthCare recently affiliated with the Bridgeport-based Visiting Nurse Services of Connecticut, which provides home and hospice care in Fairfield, New Haven and Litchfield Counties. St. Vincent’s, Soundview and Visiting Nurse Services will all be linked to Hartford HealthCare system’s Epic electronic medical record, enhancing care coordination by providing patients and providers with seamless access to health history and information.

“Being able to partner with an organization like St. Vincent’s, which has done so much for its communities, is an exceptionally proud moment for all of us,” Flaks said. “Our organizations share a common mission and a forward-facing vision. Together, we will be able to deliver on Hartford HealthCare’s vision to be most trusted for personalized coordinated care.”
EMMie Awards Recognize Link Between Engagement and Experience

We’ve all known someone who seems to be incredibly engaged: that person who feels emotionally connected to where they work and what they do.

When you work with someone like that, it makes your work more fulfilling, and makes even the most difficult situations a little easier to manage.

Research tells us that engaged employees in healthcare also provide a better experience to the customers they serve: patients, families, visitors and other members of the community.

As Hartford HealthCare works to achieve its goal to be No. 1 in the Northeast for customer experience by 2023 (#123), nurturing an engaged workforce is more important than ever.

Last spring, we got creative and launched the first-ever EMMie awards, backed by a $1.1-million investment from Hartford HealthCare. The awards are named for our experience promise: Every Moment Matters.

We can thank Gerry Lupacchino, senior vice president of experience, engagement and organization development, for the clever name; a twist on the Television Academy’s signature award. But it wasn’t just the name — our event rivaled the real thing for glitz and glamour.

In April, 29 finalists and four winners were recognized at a hugely successful ceremony at Hartford’s Infinity Music Hall. The awards honored colleagues who made a positive impact by putting a specific Hartford HealthCare value into practice.

The EMMie Awards aren’t only a trophy for the bookshelf: the honor comes with two remarkable ways to make a lasting impact. First, Hartford HealthCare donated a total of $100,000 to healthcare-related charities — four donations of $25,000 each — to honor each EMMie Award winner.

Next, the HHC leadership team allocated a total of $1 million to fund projects within Hartford HealthCare to help make every moment matter for our customers — that’s $250,000 in honor of each EMMie Award winner.

The winners have allocated their donations, and their projects are now underway.
Congratulations to our 2019 EMMie Award winners:

**Excellence in Practice EMMie Award for Continuous Improvement**

**Ann Vale**  
Nurse Manager at Hartford Hospital  
**Charitable donation:** American Heart Association  
**Hartford HealthCare project:** Music Therapy at Hartford Hospital

**Customer’s Choice Award for Creating an Exceptional Experience**

**Thomas Buczynski**  
Staff Nurse, The Hospital of Central Connecticut  
**Charitable donation:** Connecticut Community for Addiction Recovery  
**Hartford HealthCare project:** Patio at The Hospital of Central Connecticut to allow outdoor recreation for behavioral health patients

**Caught in the Act Award for Integrity**

**Marisol Caraballo**  
Housekeeper at Natchaug Hospital  
**Charitable donation:** Autism research and programs  
**Hartford HealthCare project:** Playground at Natchaug Hospital

**Great Catch EMMie Award for Safety**

**Lynn Kalinowski**  
Registered Nurse at MidState Medical Center  
**Charitable donation:** Food Allergy Research and Education  
**Hartford HealthCare project:** State-of-the-art ‘smart’ intensive care unit for MidState Medical Center
<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>8,584,834</td>
<td>2,949,829</td>
<td>1,388,561</td>
</tr>
<tr>
<td>Unreimbursed Medicaid</td>
<td>48,468,082</td>
<td>23,627,631</td>
<td>1,892,164</td>
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<tr>
<td><strong>Total Charity Care and Means-Tested Programs</strong></td>
<td><strong>57,052,916</strong></td>
<td><strong>26,577,460</strong></td>
<td><strong>3,280,725</strong></td>
</tr>
</tbody>
</table>

| Other Benefits                        |                    |                       |                 |
|---------------------------------------|                    |                       |                 |
| Community health improvement services | 762,426            | 22,501                | 41,725          |
| and community benefit operations      |                    |                       |                 |
| Health professions education          | 37,097,305         | 0                      | 57,410          |
| Subsidized health services            | 3,853,682          | 283,916                | 495,474         |
| Research                              | 1,500,933          | 0                      | 0               |
| Cash and in-kind contributions to    | 11,649,977         | 0                      | 3,502           |
| community groups                      |                    |                       |                 |
| **Total Other Benefits**              | **54,864,323**     | **306,417**            | **598,111**     |

| Total                                | **111,917,239**    | **26,883,877**        | **3,878,836**   |
FY2018 figures are being reported in accordance with the IRS Form 990 Schedule H requirement.

<table>
<thead>
<tr>
<th>Hospital Name</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>Natchaug Hospital</td>
<td>364,539</td>
<td>2,675,876</td>
<td>512,833</td>
<td>20,113,377</td>
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<td>Year in Review 2019</td>
<td>3,978,847</td>
<td>25,439,665</td>
<td>7,867,257</td>
<td>140,641,034</td>
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<td>2019</td>
<td>4,343,386</td>
<td>28,115,541</td>
<td>8,380,090</td>
<td>160,754,411</td>
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<tr>
<td>4,343,386</td>
<td>33,004,293</td>
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<td>33,004,293</td>
<td>160,754,411</td>
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</tr>
<tr>
<td>466,520</td>
<td>167,628</td>
<td>300,713</td>
<td>199,100</td>
<td>1,960,613</td>
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<tr>
<td>605,818</td>
<td>12,960,488</td>
<td>195,296</td>
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<td>60,427</td>
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<tr>
<td>0</td>
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<td>0</td>
<td>1,500,933</td>
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<tr>
<td>19,551</td>
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<td>2,800</td>
<td>2,604,255</td>
<td>14,280,085</td>
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<td>1,152,316</td>
<td>14,370,427</td>
<td>777,974</td>
<td>6,662,952</td>
<td>78,732,520</td>
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<tr>
<td>5,495,702</td>
<td>47,374,720</td>
<td>28,893,515</td>
<td>15,043,042</td>
<td>239,486,931</td>
</tr>
</tbody>
</table>

Total

Year in Review 2019
# HHC Strategic Framework

Visually Aligning & Investing in 30,000 Colleagues

<table>
<thead>
<tr>
<th>Mission</th>
<th>To improve the health and healing of the people and communities we serve.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vision</td>
<td>Most trusted for personalized coordinated care.</td>
</tr>
<tr>
<td>Promise</td>
<td>ONE: Registration, Electronic Health Record, Standard of Excellence, Bill, Relationship</td>
</tr>
<tr>
<td>Experience</td>
<td>Every Moment Matters</td>
</tr>
</tbody>
</table>

## How Hartford HealthCare Works (H3W)

<table>
<thead>
<tr>
<th>Excellence</th>
<th>Caring</th>
<th>Safety</th>
<th>Integrity</th>
</tr>
</thead>
<tbody>
<tr>
<td>We Do the Best Thing</td>
<td>We Do the Kind Thing</td>
<td>We Do the Safe Thing</td>
<td>We Do the Right Thing</td>
</tr>
<tr>
<td>Continuous Improvement</td>
<td>Enhanced Experience</td>
<td>High Reliability</td>
<td>H3W Behaviors</td>
</tr>
</tbody>
</table>

## Strategic Priorities

### Long Term Goals

- Enhance Experience (Patient/Customer, Employee, Provider)
- Improve Safety & Clinical Quality
- Drive Strategic Growth & Financial Strength

### Balanced Scorecard (BSC)

Annual Improvement Priorities

- Improve Experience
- Improve Access & Coordination
- Eliminate Harm
- Eliminate Preventable Deaths
- Develop Fairfield System of Care
- Care for More People
- Ensure Financial Health

### Our Goal

Number one for Patient/Customer Experience in the Northeast by 2023 #123
More life in our brand.

The year 2020 rings in exciting things for the Hartford HealthCare brand. We’re rolling out a new brand campaign that represents all of Hartford HealthCare, and the work we do every day. In addition, we are unveiling a unified brand which visually ties our diverse portfolio of organizations and services to the Hartford HealthCare name.

The new brand campaign proclaims Hartford HealthCare’s conviction that every aspect of a person’s health affects where they can go, what they can do, and who they are. Simply put, our message is that Hartford HealthCare does more than help people through life. We help them get the most out of it. The campaign lets people know that we will help them put More Life in Your Life.

This message serves as the cornerstone of the campaign. Our ads demonstrate that our convenient locations mean more time for people to spend time doing what they love. They show that our placement of more experts in our communities gives consumers more access to specialized care and expertise. Hartford HealthCare’s innovations mean more options and more hope. And our more personalized approach tailors care to each individual.

Our ads depict a diverse group of people, living life to the fullest. People of different ages, lifestyles and cultures show viewers that Hartford HealthCare is a partner in their personal journey to live their healthiest lives. The ads feature a new theme song, which provides a vibrant, engaging and contemporary sonic signature for our brand message. Ads will appear on TV, radio, billboards, print, and online, and in heavily trafficked locations like parking garages as well as Metro North train platforms.

At the same time, we are visually uniting all of our Hartford HealthCare entities under the Hartford HealthCare name. This unified brand approach allows every entity within our organization to tie into and benefit from the new messaging in our brand campaign. It also allows us to clearly put forth a single brand message for our diverse, expanding and inclusive healthcare system.
More ways to be healthy.