Not long ago, a Hartford Hospital doctor was seeing patients at the Hospital of Central Connecticut (HOCC) when a disturbing announcement crackled overhead: “Code Silver.”

At Hartford Hospital, Code Silver means an armed intruder. Remembering his training, the frightened doctor ordered a lockdown, while his HOCC colleagues stood by, looking confused.

At HOCC, Code Silver signals a missing elderly person – serious, of course, but no cause for widespread panic.

The incident and several others like it across the system highlighted an often confusing and potentially dangerous situation at Hartford HealthCare: Emergency communication codes vary wildly from one partner organization to another.

At Hartford Hospital, a fire alarm is called overhead as a Dr. Rover. Elsewhere, a fire is called as a “Dr. Firestone,” “Code Red” or “Signal 33.”

Following the disturbing Code Silver incident, the maze of inconsistent terms rose to the attention system leaders. They assigned a group headed by Dr. Rocco Orlando III, senior vice president and chief medical officer, and Pepper Sobieski, Hartford HealthCare vice president of Quality and Safety, to propose a solution.

After two years of study, the group that included public safety officials, clinicians and administrators from across the system came up with a plan that sounds deceptively simple: Just say it.

In place of 33 obscure emergency codes, the group proposed eight “plain language” announcements that basically tell it like it is.

Fire becomes “fire alarm activation.” Missing Person is “missing person.” Potentially inflammatory alarms such as “active shooter” becomes “critical incident,” followed by the location and action required (e.g. lockdown or shelter in place).
The new “plain language” emergency communication system is scheduled to become effective across HHC early in 2016 and much more information will be available before then.

“As we come together as a system and travel between organizations becomes more common, having a consistent way to communicate in emergencies has become increasingly important,” Orlando said. “This is above all a safety issue.”

The idea is hardly new. Using plain language emergency communications was recommended after the terrorist attacks on the World Trade Center in 2001. Plain language communication also is endorsed by the U.S. Department of Homeland Security, the U.S. Department of Health and Human Services and the National Incident Management System, to name a few.

HHC hospitals would be among the first in Connecticut to introduce plain language for emergency communications.

Test your Fire Code Knowledge

How do you say “fire alarm activated?” That depends on where you are.

Try this matching game and see how well you do. Answers on page 4.

<table>
<thead>
<tr>
<th>Fire Alarm Code</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dr. Rover</td>
<td>HOCC</td>
</tr>
<tr>
<td>Dr. Firestone</td>
<td>Hartford Hospital</td>
</tr>
<tr>
<td>Signal 33</td>
<td>MidState</td>
</tr>
<tr>
<td>Code Red</td>
<td>Windham</td>
</tr>
<tr>
<td>Code Red</td>
<td>Backus</td>
</tr>
</tbody>
</table>

In September, public safety officials, clinicians and administrators from across the system gathered for a Plain Language Summit.

HOCC Opens New Women’s Heart Wellness Center in Southington

The Hospital of Central Connecticut now offers its Women’s Heart Wellness programs at the Bradley Memorial campus in Southington. HOCC launched its Women Heart Wellness Center at its New Britain General campus in January 2013.

At both centers, women see a board-certified cardiologist for a screening to address cardiac risk factors specific to women, symptom assessment and a physical exam. If necessary, tests will be ordered and followed by a personalized treatment plan.

In addition to a Heart Failure Bridge Clinic to help patients and families manage that disease, services include treatment for arrhythmia, high blood pressure and coronary artery disease; cholesterol management; heart rhythm monitoring; cardiac rehabilitation; pacemaker and implantable cardiac defibrillator implantation and testing; and peripheral vascular disease management.

For more information or to schedule an appointment, please call 860.224.5694.

HOCC, a founding member of the WomenHeart National Hospital Alliance, also provides a monthly peer-led support network, WomenHeart of Central Connecticut, for women with heart disease. For more information, please call 1.800.321.6244.
Taking ‘Off’ the Weight – Getting Your Healthy ‘On’

Hartford Hospital Among First in Nation to Provide Non-Surgical Weight-Loss Procedure

Losing weight and keeping it off is no easy feat. It requires an unwavering commitment to exercise and healthy eating and non-stop motivation. But for some, a little extra help is needed to make weight loss a success.

For patients with a Body Mass Index (BMI) of 30-40 who are anywhere from 30-100 pounds overweight, a new procedure can jump start weight loss.

It's called “Orbera,” and doctors at Hartford Hospital are among the first in the nation to perform the procedure, recently approved by the FDA.

Dr. Darren Tishler, medical director of the Surgical Weight Loss Center at Hartford Hospital, describes the two-part program which begins with placing a balloon in the stomach.

“The Orbera is a non-surgical procedure performed much like an endoscopy. It is an intra-gastric balloon that is placed in the mouth, down the esophagus and into the stomach using a small camera for guidance. Once the balloon is in the stomach, we inflate it with silicone,” Tishler said. “The procedure typically lasts about 15-20 minutes and patients go home the same day. Six months later, the patient will come back to have the balloon removed.”

During those six months, patients work with the team at the Surgical Weight Loss Center at Hartford Hospital, including nutritionists, psychologists and exercise physiologists who help patients make the necessary lifestyle modifications.

“It's extremely important that we provide patients with the resources during and after the balloon is removed for successful weight loss. The balloon is simply a tool that allows people to feel full and satisfied and eat smaller portions, but it's really our dedicated team working closely with the patient to help mold a healthier lifestyle.”

Dr. Tishler says a patient will lose about 38 percent to 40 percent of their excess weight with Orbera. He says it's a modest amount of weight loss, but the results are significant to control a variety of health-related issues associated with weight gain, such as diabetes, high blood pressure and cardiovascular disease.

“More important, we want patients to know that this is more than just a weight-loss procedure; this is about, ‘How much better will my quality of life be?’” For many patients, this can easily be achieved after only losing a small amount of weight.”

Learn more about Orbera.

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White Boards Tell Care Teams: What’s Most Important to the Patient Today

MidState Medical Center has installed colorful, specially designed dry erase boards in every patient room to help keep track of important clinical information and give patients a voice in their care.

Heather Sokolowski, RN, Pavilion C nurse manager, said the boards help patients feel more engaged in their care. “They know what’s going on during the day, when their anticipated discharge date is, and what the plan is after they leave the hospital,” she said.

Patients who are mobile can write their own messages on the boards. The information often encourages family members to ask questions about their loved ones’ care, especially about their medications.

A question of interest on the board: “What's most important to me today?” Sokolowski says the answer is not always medically focused. “Sometimes patients want to know what channel their favorite TV show is on, or they have a specific food preference,” said Sokolowski.

“This makes patients and families feel like real people whom we care about versus just another number walking through the door. We encourage staff to really think outside of the box for ways we can deliver on what is valued by our patients,” said Aimee Sturmer, Central Region patient relations manager.

Karey Wells, RN, nurse manager, Pavilion E, MidState, fills in a patient’s daily activities on a dry erase board.
Connecting to Healthier Improves Care for Frail Elderly

HHC’s five hospitals, Senior Services, Integrated Care Partners and HHC at Home are working together to improve care coordination for older patients moving from hospital beds to nursing homes.

Instead of referring patients to just any community nursing home, HHC partners have identified 38 skilled-nursing facilities (SNFs) that meet stringent quality metrics, including staffing ratios and specific ratings from the Centers for Medicare & Medicaid Services.

“When we started, we saw that throughout our system, we were referring patients to more than 100 SNFs,” said Colleen Sullivan, MSW, director of Quality for Backus and Windham hospitals. “We recognized that we didn’t have oversight over that [many] partners. So we determined how many we needed, and now our goal is to transition 80 percent of our patients to the facilities in our network.”

Backus was the first hospital to use the network.

Partner nursing homes are connected to RightCare, a software platform that helps hospitals identify patients who will need skilled-nursing care after their stay. This allows transition planning to begin upon hospital admission.

The idea is that referring patients to the highest-quality, post-acute care will reduce hospital length of stay and costly readmissions.

Reductions in length of stay save about $450 per patient day; reduced readmissions to the hospital save about $11,200 per readmission.

While HHC’s skilled-nursing facilities are part of the partnership, nursing homes outside of the HHC system also are on the preferred list.

“By partnering with the highest-quality SNFs, we can affect the patient experience,” said Sharon Robinson, RN, BSN, MHA, director of Senior Care Coordination, HHC Senior Services. “Our alignment with high-performing SNFs that are outside of our network helps us strengthen our ability to move patients to the lowest-cost and highest-quality, post-acute service. Another important benefit is the relationships we’ve built across the system and beyond. And the project has an especially positive impact on the frail seniors who need it most.”

The partnerships don’t end when patients leave the nursing home. That’s when HHC’s Integrated Care Partners (ICP) steps in.

“Care managers work with patients transitioning from the SNFs to their homes,” said Kathryn Ryszczyn, ICP director of Clinical Collaboration. “We are focusing on this very high-risk population. We keep patients connected.”

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Answers to the Test Your Fire Code Knowledge matching game: Dr. Rover-Hartford; Dr. Firestone-HOCC; Signal 33-Backus; Code Red-Windham; Code Red-MidState
Around HHC: Pumpkin carving

On Oct. 24, HHC clinicians with their friends and families gathered at Westfarms Mall for a pumpkin-carving contest. Darren Sweeney from NBC Connecticut was the MC for the event. Pumpkins were raffled off and winners went home with beautiful carved pumpkins! A crowd of spectators cheered on the participants.

Dr. Erika Schuyler from Hartford Hospital is joined by her son.

Stefanie Bourasa, (right), with Hartford HealthCare Sports Medicine, with her skeleton pumpkin.

Dr. Stuart Markowitz from Hartford Hospital is joined by his wife Debbie.

Dr. Thomas H. Farquhar, chief of radiology at Hartford Hospital is joined by his family.

HHC MG breast surgeon Dr. Elise Gates and Melanie Daugherty, APRN, carved pink pumpkins.

Dr. Belachew Tessema from CT Sinus Institute. His staff, family and friends helped with the carving!

Dr. Brendan Killory, neurosurgeon from Hartford HealthCare Medical Group

Participants from the Pumpkin-Carving Contest gather for a picture!
The Neuroscience Center at Hartford Hospital recently established an outpatient Headache Center. The center’s medical director is Dr. Brian Grosberg, a board-certified neurologist and headache specialist and the former director of the world-renowned Montefiore Headache Center in New York City.

Grosberg says he chose to lead the new center because he and Hartford HealthCare share the same “vision of excellence.”

“We are creating and growing a state and nationally recognized comprehensive, multidisciplinary headache program that provides individualized care,” Grosberg says. “We’re all about the patients and making sure they get what they need.”

The center will diagnose and treat headache in all its forms, but Grosberg says the most common type of headache that people seek treatment for is migraine. About 36 million people in the United States, the vast majority of them women, suffer from migraines.

Grosberg tailors his approach to the individual patient, using medical and nonmedical therapies. For those with headaches that are particularly debilitating, relentless or nausea-producing, the center offers intravenous infusion therapy.

“Very few places in the country have the capability or skill to do this,” says Grosberg. The center is working with Hartford Hospital’s Maternal-Fetal Medicine team to provide other services that are hard to find: safe, effective injections of anesthetic at pain sites and outpatient intravenous therapy for pregnant women suffering from headaches.

Looking ahead, Grosberg says the center will train nurse practitioners and fellows, form partnerships with various headache organizations, and collaborate with colleagues on both research and patient care. He also envisions a “telemedicine” component that would be one of the first in the country. It would allow patients at distant locations to have initial and follow-up visits remotely.

Grosberg’s approach at Montefiore helped patients so much that many travel long distances to see him. He expects that in a similar way, patients will seek care from the Hartford HealthCare Headache Center. “Connecticut will be a destination site for headache care for patients in the state and beyond,” Grosberg says.

To learn more about the complete range of services offered at Hartford Hospital’s Neuroscience Center, read more in the latest issue of Rounds magazine.
New Guest Badges Make Hartford Hospital Safer

On any given day, 10,000 people spend time on the Hartford Hospital campus — that’s equivalent to the population of the town of Canton, Conn.

And just like in any city or town, when you have that many people in one place, not everybody is going to do the right thing.

That’s why Hartford Hospital has been working for more than two years to improve safety for patients, staff and visitors, and the efforts are paying off.

The most visible change came last March, when check-in desks were posted at five of the hospital’s seven entrances. To enter the building, guests must stop at the desk and state the reason for their visit, as well as the name of the person they are visiting. Once the nature of the visit is confirmed, a stick-on badge is issued with the name of the visitor and the date and time.

“It’s just inconvenient enough to deter someone who wants to come and use drugs in our bathrooms or come on campus to steal items,” said David Fichandler, director of the patient experience at Hartford Hospital.

Requiring guests to sign in and wear a badge on the premises, combined with increased public safety officer presence in the lobbies, has resulted in a 230 percent reduction in lost and stolen items and a 360 percent reduction in drug use in public restrooms, Fichandler said.

Hartford was a pilot for the rest of the system’s acute-care hospitals. With the success, Fichandler said, conversations already have begun about expanding guest check-in desks and badge requirements across the system.

“If we can succeed at Hartford,” Fichandler said, “we know we can do this at our other entities around the state.”

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Do you have a Gold Medal Manager?

The HHC Manager Recognition program spotlights managers who are models for excellence in managing people and delivering exceptional results. A Gold Medal Manager:

☑ Sets clear expectations and provides feedback to help us do even better
☑ Recognizes team members for great work and celebrates accomplishments
☑ Shares what is going on in the organization and helps us understand how we fit in
☑ Inspires us to go above and beyond
☑ Is visible, accessible and available to listen to my ideas
☑ Talks with me about my career
☑ Admits when he/she doesn’t know the answer, then finds out and gets back to us
☑ Seeks feedback about how he/she can do better
☑ Lives the H3W Leadership Behaviors to deliver exceptional results
☑ Is someone other managers can learn from

If you can check most or all of the boxes, nominate your manager for recognition. Selected managers will be honored quarterly.

For details, a nomination schedule and nomination form visit https://myhhc.hhchealth.org/humanResources/lod/SitePages/Recognition.aspx. Work together with team members or ask your H3W facilitator or HR consultant for help.
November is Hospice Awareness Month
Hospice Provides Comfort at End of Life

Hartford HealthCare at Home provides round-the-clock care as needed and scheduled visits by multiple professionals to ease the final days of terminally ill patients and their loved ones.

“I usually say to patients, ‘I can’t bring more days to your life, but I can bring more life to your days,’” said Hartford Healthcare at Home’s Vice President of Hospice and Palliative Care, Laurie St. John.

Hospice care includes medical consultations and medication plans, social services such as counseling and therapy, homemaker and aide services, spiritual support, and bereavement counseling. Bereavement services for family members are available for 13 months after a loved one has passed.

Marathon Men (and Women)

At least 45 Hartford HealthCare Rehabilitation Network clinicians and staff members helped register and stretch runners before and after the Hartford Marathon in early October. The team stretched 343 runners in Bushnell Park.

CMS Sepsis Reporting – HHC is Ready

Starting Oct. 1, hospitals are being graded by the Centers for Medicaid & Medicare Services (CMS) on how well they manage sepsis, the leading killer of hospitalized critically ill patients in the United States.

The good news: Hartford HealthCare’s A.I.M. (Alert, Identify, Manage) Sepsis Collaborative — a team of providers and staff from all five HHC acute-care hospitals — has been working for more than 18 months to get ready.

East Region Physician Director of Performance Improvement Dr. Setu Vora is leading the A.I.M Collaborative. He says early recognition is the key in the battle against sepsis.

“Whenever there is an admission, whenever there is a change in the clinical status of a patient, whenever there’s an event that requires transfer to a different level of care, or whenever there’s a rapid response team activated, always think ‘sepsis,’” says Vora.

Sepsis is a challenge for hospitals because it can be difficult to diagnose, and survivors have a 62 percent readmission rate, costing more than $20 billion each year.

“With the new core measures for sepsis, there are more than 60 data elements required to be reported for each patient, so it’s quite a labor-intensive process,” Vora says. “But we’ve anticipated this and started the process early across the system to meet these rigorous CMS standards.”

Last Beam Placed Atop Bone & Joint Institute

The final beam was placed on top of the Hartford HealthCare Bone & Joint Institute at Hartford Hospital in a ceremony Oct. 22.

Complete with a motion lab and a fragility fracture program, the Institute will integrate all elements of orthopedics and musculoskeletal treatment.

Working with our Center for Education, Simulation and Innovation, the Bone & Joint Institute will serve as a laboratory for innovation in clinical care. It is scheduled to open in the Fall of 2016.

Holiday Giving

The holiday season is a time of giving and we want to recognize our employees for their generosity. Is your team adopting a family, filling gift baskets, collecting diapers, coats or food for those less fortunate? No matter what or how you are giving back, we want to know. Please send a picture of your HHC team’s holiday giving project with a brief description to networknews@hhchealth.org by Friday Dec. 11. We will publish as many as we can in the December issue of Network News and on the HHC Connect intranet and digital screens.
**Service Milestones**

The Hartford HealthCare System Support Office (SSO) may be new, but its employees are anything but. More than 250 employees of the HHC SSO were honored for service milestones Oct. 28. The ceremony (actually there were four ceremonies to accommodate so many honorees) took place on the Newington campus. The event not only recognized longevity milestones for each employee, but also marked another step in the SSO’s development as its own HHC business unit. Employees were honored for service anniversaries from 5 years to 40 years. Combined, employees honored have dedicated 3,555 years of service to Hartford HealthCare.

**New Rooms for Newborns**

Hartford Hospital continues to make progress renovating Labor & Delivery and Post-Partum rooms. The renovated rooms will accommodate new Epic electronic health record computers and fetal-monitoring systems. The Central Region also is sprucing up its registration/check-in areas to improve the experience for new moms and their families.

**Need We Say More?**

Keep your eye on the road, but don’t miss HHC’s new billboards popping up along highways across the region. The billboards are the first phase of a new campaign to drive Connecticut residents to HHC doctors.

Note that the message uses our logo mark in place of the words “Hartford HealthCare.” That’s because our market research tells us that as a result of prior advertising, people in the area are quite familiar with our colorful brand mark. Need we say more?

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**Bonnie Gauthier Receives LeadingAge Connecticut Humanitarian Award**

Bonnie Gauthier, president and CEO of Hebrew HealthCare, received LeadingAge Connecticut’s highest honor, the Humanitarian Award, at its annual meeting in October. The Humanitarian Award is presented to an individual whose personal integrity, decency and contributions to the elderly best exemplify the ideals of LeadingAge member organizations and their missions.

“...Bonnie is an inspiration to us all. There is no one that I know of who can speak as eloquently or as passionately about aging services as Bonnie Gauthier. She speaks from the heart,” said Mag Morelli, president of LeadingAge Connecticut.

LeadingAge Connecticut is a membership organization representing more than 130 not-for-profit, mission-driven provider organizations serving older adults and disabled individuals across the continuum of care, including nursing homes, residential care homes, housing for the elderly, continuing-care retirement communities, adult day services, home healthcare agencies, and assisted living.

**Woman of the Year**

MidState's Cindy Russo named Woman of the Year

Cindy Russo, senior vice president of operations at MidState Medical Center, was recently named Woman of the Year by the Quinnipiac Chamber of Commerce. The Woman of the Year Award honors an exceptional woman whose accomplishments have resulted in significant contributions to her industry and/or community. Russo was awarded for her work on several key initiatives, including her leadership with the Senior Emergency Care Services initiative; helping to bring LIFE STAR to MidState; and securing advanced training for paramedics in the town of Wallingford.

Cindy Russo, vice president of Operations at MidState Medical Center (left), is pictured with Lucille Janatka, MidState president, after receiving the Woman of the Year Award by the Quinnipiac Chamber of Commerce.
THANKSGIVING EDITION!

<table>
<thead>
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<th>Food Item</th>
<th>Portion</th>
<th>Calories</th>
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</thead>
<tbody>
<tr>
<td>Sweet potato casserole</td>
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</tr>
<tr>
<td>Mashed potatoes</td>
<td>1 cup</td>
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<tr>
<td>Gravy</td>
<td>¼ cup</td>
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<tr>
<td>Sausage stuffing</td>
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<tr>
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<tr>
<td>Dark meat turkey</td>
<td>3 oz</td>
<td>160</td>
</tr>
<tr>
<td>Green bean casserole</td>
<td>¾ cup</td>
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<tr>
<td>Pumpkin pie</td>
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<td>316</td>
</tr>
<tr>
<td>Cranberry sauce</td>
<td>¼ cup</td>
<td>110</td>
</tr>
<tr>
<td>Green bean casserole</td>
<td>¾ cup</td>
<td>161</td>
</tr>
<tr>
<td>Pumpkin pie</td>
<td>1 slice</td>
<td>316</td>
</tr>
</tbody>
</table>

Calories In, Calories Out: What does 30 minutes of physical activity burn?

*Calories burned based on a 155-pound person

<table>
<thead>
<tr>
<th>Activity</th>
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</thead>
<tbody>
<tr>
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</tr>
<tr>
<td>Shoveling snow</td>
<td>223</td>
</tr>
<tr>
<td>Raking lawn</td>
<td>149</td>
</tr>
<tr>
<td>Reading</td>
<td>42</td>
</tr>
<tr>
<td>Elliptical machine</td>
<td>335</td>
</tr>
<tr>
<td>Walking</td>
<td>167</td>
</tr>
<tr>
<td>Running (9 min/mile)</td>
<td>409</td>
</tr>
<tr>
<td>Weeding the garden</td>
<td>172</td>
</tr>
<tr>
<td>Heavy cleaning (car, windows)</td>
<td>167</td>
</tr>
<tr>
<td>Playing with kids (vigorous)</td>
<td>186</td>
</tr>
</tbody>
</table>
With the recent success of the Password Reset Portal, which allows thousands of employees to reset their own password without calling the Help Desk, Information Technology Services (ITS) is excited to launch a new self-service feature: the Help Desk Self-Service Portal. The new portal will give employees at all Hartford HealthCare locations the ability to open a non-emergency ticket in less than one minute.

“The self-service portal will greatly improve our customers’ experience and eliminate telephone wait times,” said Joseph Venturelli, Hartford HealthCare chief technology officer. “Our customers will be able to provide all the information ITS needs on a simple online form, which means that their issues will be resolved faster,” said Venturelli.

The Help Desk Self-Service Portal is set up to display icons in the same way icons are displayed on a standard smartphone. There is an icon for every type of ticket the Help Desk handles. Does your printer need toner? Just click the respective button. Having problems with your phone? There’s a button for that, too.

There are only three to five fields of information needed to submit your request. Once it’s submitted, it will be delivered directly to the person who will actually fix your problem.

“In the event of a major system outage or other emergency, we still recommend calling the Help Desk, but for everyday issues, the Self-Service Portal will dramatically cut down resolution time and streamline the process. We are very excited about this new technology and the value it will bring to our customers,” said Venturelli.

Other perks? You can submit work requests for things like network access for new employees. You also can track the status of your request so you know what progress has been made.

Look for the official announcement later this month, but here’s a sneak peek at what the system will look like.

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**Israeli paramedics visit MidState, train with LIFE STAR**

MidState received a special visit from two Israeli paramedics training with our LIFE STAR crew on the MidState campus. The medics, Kobi Zeltser and Meir Ben Yair, have been in the field 20- and 30-plus years, respectively. During their stay, they learned about LIFE STAR’s treatment guidelines and observed skills training, which included a field trip to New London to learn about underwater survival tactics in the event a helicopter goes down at sea.

The partnership between LIFE STAR and Israel was initiated by Hartford Hospital emergency physician and Israeli citizen Dr. Mike Drescher, who calls both Connecticut and Israel home.

Six rotations of Israeli paramedics have come to train with Hartford HealthCare over the past four years.

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L-R: Cindy Russo, vice president of operations, MidState; Nick Mancini, LIFE STAR crew; Burt Cox, LIFE STAR crew; Kobi Zeltser, Israeli paramedic; Meir Ben Yair, Israeli paramedic; Christopher Watkins, LIFE STAR business manager; and Ed Phillips, LIFE STAR crew.
Hartford HealthCare’s Chief Investment Officer (CIO) David Holmgren has been named Healthcare CIO of the Year by one of the world’s leading business publishers, Institutional Investor and the Investor Intelligence Network. He is Network News’ HHC Profile, an occasional series that introduces interesting people from across the HHC system.

Holmgren joined HHC five years ago and has built and maintained a strong investment strategy that is the backbone of the organization’s financial health. When HHC’s investments do well, donors feel more comfortable making generous gifts. A strong investment portfolio also bolsters auditors’ and lenders’ confidence in HHC’s future, allowing us to borrow money at lower rates for building and technology projects vital to our growth.

David Holmgren
HHC Chief Investment Officer
My job is to: Make money by navigating the global markets

Just the Facts
• High school: Brunswick School, Greenwich, Conn.
• College: Columbia University, New York
• Major: Business
• Home (is where the heart is): Los Angeles
• How I Connect to Healthier: Hitting the gym whenever possible AND cutting back on Doritos.

10 Questions

1. What did you want to be when you grew up? A Jedi master (need Yoda to finish my training).
2. How did you end up doing what you do now? While pursuing my Ph.D. in economics in Europe (my plan at the time was to become a professor of economics), I took a research job in London doing international securities analysis and loved it.
3. What’s playing in your car right now? Bloomberg Radio (I’m a nerd).
4. What is your best achievement? Not sure but was totally cool being Institutional Investor’s Healthcare CIO of 2015.
6. What motivates you? Walking about our campuses (getting to put a face to the mission work we do here).
7. TV show you hate to miss: Black Sails (there are pirates … need I say more?).
8. What makes you angry? Seeing someone in a wheelchair smoking a cigarette; seeing someone throw trash out his car window; seeing someone walk by a homeless man without noticing him; having a guy working out next to me at the gym call me “sir.”
9. Dream vacation: Machu Picchu (archeology and hiking, a perfect vacation combo).
10. Top of your bucket list? A full night’s sleep.

The HHC profile is designed to help us get to know each other better. Profile subjects may choose 10 questions from a list of about 40 possible topics or suggest their own. If you or somebody you know would like to be considered for a profile, please send an e-mail to networknews@hhchealth.org
A monthly digest of important projects and initiatives that are transforming Hartford HealthCare so we can shape the future of healthcare in our region.

**CareConnect**

**What is it?:** CareConnect is bringing the Epic electronic health record (EHR) to Hartford HealthCare, paving the way for more coordinated care, seamless patient transitions and consistent high quality.

**Next milestone:** MidState and Windham will launch Epic in late April, as will the Hartford HealthCare Medical Group specialists. Hartford Hospital, which had been slated for April, now will go live in August.

**What you need to know:** This schedule allows additional time to address technical infrastructure upgrades at Hartford Hospital. It also allows more time for training Hartford Hospital’s large workforce and more time for testing, which will help make the rollout smoother.

**New Retirement Plan**

**What is it?:** On Jan. 1, 2016, Hartford HealthCare will transition to a new system-wide retirement plan that provides matching contributions when you save.

**Next milestone:** Check your home mailbox this month for information from Prudential about action you must take before the end of 2015.

**What you need to know:**
- Contribute as much or as little as you choose – up to 75 percent of your pay on a pre-tax or after-tax basis.
- HHC contributes too – Get matching contributions from HHC when you save.
- It’s flexible – You can start, stop or adjust your contribution percentage at any time. You also can view and manage your account online 24/7.

**Gold Medal Manager**

**What is it?:** This program spotlights managers who are models for excellence in managing people and delivering exceptional results.

**Latest milestone:** Gold Medal Managers now are recognized quarterly.

**What you need to know:** Nominations for the next round are due Dec. 31. Anyone with direct reports (e.g., supervisor, manager, director, VP) is eligible.

Congratulations Elliot Joseph, Among 130 CEOs to Know

Elliot Joseph, president and CEO of Hartford HealthCare (HHC), has been named by Becker’s Hospital Review as one of its “130 Nonprofit Hospital and Health System CEOs to Know.”

According to Becker’s, those on the list lead some of the largest, most successful and prominent nonprofit healthcare organizations in the country. They have overseen financial turnarounds, shown commitment to their community through memberships and governance involvement with various organizations, and helped advance the healthcare industry through their advocacy and professional efforts. Prior to his arrival in Hartford, Joseph was president and CEO of St. John Health, a $1.8-billion southeast Michigan healthcare system.