State of the System

Connect to healthier.
MISSION
To improve the health and healing of the people and communities we serve.

VISION
To be nationally respected for excellence in patient care and most trusted for personalized coordinated care.

VALUES
Integrity // Caring // Excellence // Safety
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A Message from Elliot Joseph

Every year, more than 400 Hartford HealthCare (HHC) leaders come together for our State of the System meeting to recognize our accomplishments, share ideas and acknowledge our opportunities for the future. Together, we take note of the progress we have made toward achieving our vision to be “nationally respected for excellence in patient care and most trusted for personalized coordinated care.”

This State of the System booklet provides a look at the organizations that comprise our system, their achievements and some of the initiatives we are working on together, as Connecticut’s only truly integrated healthcare system.

HHC is among the leaders in transforming health care. We are organizing ourselves around our patients — reshaping our organization, offering new and innovative services and redesigning every facet of our work to put patients at the center of all we do and to further engage the more than 18,000 HHC employees.

I am proud to say it has been a productive and successful year.

In 2014, we demonstrated our commitment to safety as “mission central.” Our hand-hygiene scores have increased 31 percent year over year, and Hartford Hospital has surpassed the 90 percent compliance milestone. Not coincidentally, this same year has seen decreases in mortality (down 9 percent), hospital-acquired conditions (a reduction of 21 percent) and hospital readmissions (1.6 percent less). These impressive results are evidence of a culture that values focused and sustained effort on behalf of our patients.

We formed the Hartford HealthCare Cancer Institute, uniting our five hospital-based cancer centers. Our institute was selected by the Memorial Sloan Kettering (MSK) Cancer Center as the charter member of the MSK Cancer Alliance. Over the past year, our physicians and other cancer care providers have worked closely with MSK to implement MSK treatment protocols throughout our system. As a result, our community members can receive the world’s best cancer care, including MSK clinical trials, right here, close to home. Patient navigators ensure seamless care transitions across our system, another HHC focus.

Our physician-led, clinical-integration organization, Integrated Care Partners (ICP), has grown to include more than 2,000 member providers, including community private-practice physicians, working together — and with our hospitals and other organizations — to provide high-quality, coordinated care. ICP is leading our organization in moving from fee-for-service to value-based payments through several shared-savings agreements with both commercial insurance and government payers. And they are advancing team-based care in our region. ICP’s care-management team includes nurses, social workers and a health coach who work with high-risk patients to improve community health and reduce the cost of care.

Our Behavioral Health Network brings together the outstanding expertise of our world-renowned Institute of Living (IOL), Natchaug Hospital, Rushford and the mental health treatment services of our hospitals to provide the best behavioral health care to our communities. Our IOL serves as one of three hubs in Connecticut for the Access Mental Health CT program to quickly provide primary care and pediatric physicians with psychiatric consultations for children and young people. ICP has begun integrating behavioral health into primary care practices as another patient-focused initiative.

HHC is bringing together service lines across our system to implement best practices and standards of care. We are investing in a universal electronic health record system so that caregivers and patients see the same medical records no matter where care is given. This increases patient safety and convenience and reduces the cost of care. Safety is a top priority for patients and for our staff, all of whom are participating in high-reliability training to improve safety and the quality of care.

The list of our initiatives is long. We continue to harness the power of How Hartford HealthCare Works (H3W), the core of our culture of continuous improvement and engagement, as we strive to provide every patient with the Five Ones: one registration, one record, one bill, one standard of excellence and one relationship.

None of this is possible without the expertise and commitment of our staff. I thank all members of the HHC team. I know that because of their outstanding work, we will continue to lead the way in service to our communities.

Sincerely,

Elliot Joseph
President and CEO, Hartford HealthCare
Building Our System

1995
- Eastern Rehabilitation Network
- Clinical Laboratory Partners
- Visiting Nurses Association
- MidState Medical Center
- Windham Hospital

1998
- Natchaug Hospital & Rushford

2008
- Hartford HealthCare Medical Group formed

2009
- Beginning of HHC THRIVE systemwide

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

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

2012
- ICP formed
- HHC Unity: CareConnect
- Formal integration of Behavioral Health Network

2013
- Regional management teams
- HHC Consolidated Investment Program
- HHC Unity: CareConnect
- Formal integration of Behavioral Health Network

2014
- HHC System Support Office
- HHC UNIITY: HR implementation
- HHC Cancer Institute
- 20+ clinical councils
- H3W leadership behaviors introduced for staff

Building scale

Creating integration
Hartford HealthCare Quick Facts & Figures

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

Employees: 18,277
Acute-Care Inpatient Discharges: 83,869
Acute-Care Inpatient Days: 423,093
Emergency Department Visits: 379,877
Towns in HHC Service Area: 101
Operating revenue: $2.5 billion
Community Benefit (FY13): $206 million

ACUTE CARE HOSPITALS

326 Washington Street, Norwich, CT 06360
860.889.8331 | backushospital.org

Licensed bed capacity: 233
Discharges: 10,690
Patient Days: 48,840
ED Visits: 78,481
Births: 896
Inpatient Surgeries: 2,532
Ambulatory Surgeries: 6,363
Employees: 1,762
Physicians on Staff: 337
Volunteers: 471
Operating revenue: $301.1 million
Community Benefit (FY13): $26 million

80 Seymour Street, Hartford, CT 06106
860.545.5000 | hartfordhospital.org

Licensed bed capacity: 867
Discharges: 42,751
Patient Days: 233,172
ED Visits: 103,389
Births: 3,850
Inpatient Surgeries: 12,582
Ambulatory Surgeries: 29,435
Employees: 5,156
Physicians on Staff: 1,395
Volunteers: 1,178
Residents/Fellows: 630
Operating revenue: $1.1 billion
Community Benefit (FY13): $118.5 million

Hartford Hospital is home to the Center for Education, Simulation and Innovation (CESI), one of the most advanced medical simulation training centers in the world. Medical providers from across the world have trained at CESI, the Northeast’s largest robotic surgery center.
New Britain General campus:  
100 Grand Street, New Britain, CT 06050  
860.224.5011 | thocc.org  
Bradley Memorial campus:  
81 Meriden Avenue, Southington, CT 06489  
860.276.5000 | thocc.org  
Licensed bed capacity: 446  
Discharges: 15,642  
Patient Days: 69,265  
ED Visits: 105,304  
Births: 1,611  
Inpatient Surgeries: 3,247  
Ambulatory Surgeries: 7,043  
Employees: 2,467  
Physicians on Staff: 359  
Volunteers: 403  
Residents/Fellows: 146  
Operating revenue: $374 million  
Community Benefit (FY13): $28.1 million

435 Lewis Avenue, Meriden, CT 06451  
203.694.8200 | midstatemedical.org  
Licensed bed capacity: 156  
Discharges: 9,284  
Patient Days: 39,492  
ED Visits: 58,613  
Births: 929  
Inpatient Surgeries: 2,336  
Ambulatory Surgeries: 6,023  
Employees: 960  
Physicians on Staff: 275  
Volunteers: 245  
Operating revenue: $235.2 million  
Community Benefit (FY13): $15.7 million

112 Mansfield Avenue, Willimantic, CT 06226  
860.456.9116 | windhamhospital.org  
Licensed bed capacity: 144  
Discharges: 3,467  
Patient Days: 13,387  
ED Visits: 34,090  
Births: 393  
Inpatient Surgeries: 939  
Ambulatory Surgeries: 2,635  
Employees: 544  
Physicians on Staff: 124  
Volunteers: 247  
Operating revenue: $83 million  
Community Benefit (FY13): $11.7 million
Inpatient Discharges: 4,280
PHP/IOP Days: 34,736
Outpatient Visits: 14,819
Employees: 800+

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.

Inpatient Days: 18,937
PHP/IOP Days: 59,049
School Days: 34,882
Employees: 470
Volunteers: 10
Operating revenue: $48.8 million
Community Benefit (FY13): $5.7 million

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

Residential Days: 34,945
Outpatient Visits: 70,312
Employees: 322
Volunteers: 15
Residents/Fellows: 1
Operating revenue: $29.5 million

Rushford offers treatment of addiction in adults and adolescents, as well as drug prevention and youth development.
PHYSICIAN ORGANIZATIONS

Hartford HealthCare Medical Group

1290 Silas Deane Highway, Wethersfield, CT
860.545.7646 | hartfordhealthcaremedicalgroup.org

Offices: 63
Physicians: 194
Mid-level providers: 63
New primary care patients: 35,665
Visits: 331,150
Operating revenue: $109.7 million

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

Integrated Care Partners

1290 Silas Deane Highway, Wethersfield, CT
860.263.3540 | integratedcarepartners.org

Providers: 2,000

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, with 240 primary care physicians 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 and to reduce the cost of care.

SENIOR SERVICES

Central Connecticut Senior Health Services

45 Meriden Avenue, Southington, CT 06489
860.378.1225 | ctseniorcare.org

Skilled Nursing Beds: 280
Apartments: 278
Employees: 748
Volunteers: 40
Operating revenue: $28.8 million

Includes: Connecticut Center for Healthy Aging - Senior Resource/Assessment Center; The Orchards at Southington - Independent and Assisted Living; Arbor Rose at Jerome Home - Independent and Assisted Living, Memory Care; Mulberry Gardens of Southington - Assisted Living, Memory Care, Adult Day Center; Marian Heights Adult Day Center - Medical Model Adult Day Program; Jerome Home - Skilled Nursing, Residential Care Home; Southington Care Center - Skilled Nursing.
Cedar Mountain Commons

3 John H. Stewart Drive, Newington, CT 06111
1.877.469.6285
Independent and Assisted-Living Apartments: 78
Employees: 58
Volunteers: 3

Owned by Hartford Hospital and Jefferson House, Cedar Mountain Commons is one of the few hospital-supported senior-living communities in Connecticut.

Jefferson House

1 John H. Stewart Drive, Newington, CT 06111
860.667.4453
Skilled Nursing Beds: 104
Employees: 178
Volunteers: 40

A department of Hartford Hospital, Jefferson House is a skilled-nursing facility offering a full range of services.

Hebrew HealthCare

A Hartford HealthCare Clinical Partner

1 Abrahms Boulevard, West Hartford, CT 06117
860-523-3800 | www.hebrewhealthcare.org
Skilled Nursing Beds: 187
Acute hospital beds: 45
Apartment units: 108
Employees: 705
Volunteers: 300

Hebrew HealthCare provides a full range of geriatric services. It includes a skilled nursing facility providing long term, rehabilitation and dementia care; acute care hospital for geriatric medical and behavioral health care; home health care and companion services; hospice services; Hoffman Summerwood assisted living community; dementia care services; outpatient primary care and rehabilitation; adult day care, geriatric consultations.
**Laboratory Services**
129 Patricia M. Genova Drive, Newington CT 06111  
1.800.286.9800 | clpct.com  
Patients Served: 1,593,149  
Employees: 773  
Patient Service Centers: 60  
Operating revenue: $104.6 million

Clinical Laboratory Partners provides lab services throughout Connecticut.

**Home Care**
1290 Silas Deane Hwy., Suite 4B, Wethersfield, CT 06109  
860.249.4862 | hhcathome.org  
Total Admissions: 16,209  
Employees: 827  
Volunteers: 63  
Branch Offices: 7  
Operating revenue: $73.6 million

Hartford HealthCare at Home is a not-for-profit home care agency, which includes the former VNA HealthCare, VNA East and Backus Home HealthCare. It specializes in home nursing and hospice services as well as non-medical services through Independence at Home.

**Rehabilitation**
181 Patricia M. Genova Dr., Newington CT 06111  
860.696.2500 | rehab.hartfordhealthcare.org  
Patient Care Visits in Network: 753,498  
Employees: 464  
Operating revenue: $18.6 million

The HHC Rehabilitation Network provides physical rehabilitation services, including physical therapy, occupational therapy, speech and language therapy, pathology and athletic training across the continuum and in community settings.
A Year of System-Wide Accomplishments

Hartford HealthCare (HHC)

- Launched the Hartford HealthCare Cancer Institute, bringing together all five HHC hospital-based cancer centers. The Institute is the charter member of the Memorial Sloan Kettering (MSK) Cancer Alliance, established to bring world-class care, clinical research and clinical trials to local communities.
- Launched Hartford HealthCare Centers for Surgical Weight Loss, a program with one standard of care, a single point of entry, and access to a highly experienced bariatric team.
- Created a virtual Women’s GI Health Center with a multidisciplinary all-female team from across HHC organizations.
- Opened the HHC Southington Ambulatory Surgery Center on the Bradley Memorial campus of The Hospital of Central Connecticut to increase access to full-service, comprehensive orthopedic care.
- Continued implementation of the EPIC electronic health record system to enhance delivery of seamless and safer patient care.
- Launched ImageConnect, a robust cloud-based imaging system to facilitate sharing of patient information among caregivers.
- Continued training of staff in high-reliability methodologies to ensure the highest level of safety for patients and staff.
- Formed strategic partnership with Hebrew HealthCare to improve access to resources, services and programs throughout both systems.
- Formed a clinical affiliation with CVS Caremark to enhance seamless patient care through the sharing of information on shared-patient medications and visits to CVS MinuteClinics.
- The System Support Office (SSO) was established, bringing together 1,200 employees from functional support services to leverage economies of scale, reduce duplication, create efficiencies, promote consistent adherence to best practices and foster collaboration. This includes a unique payroll, benefits plan, performance-management system, service-recognition programs, and common policies and practices.

Backus Hospital

- Opened Family Health Centers in Norwichtown and Waterford.
- Expanded Center for Diabetes, Endocrinology and Metabolism as a result of the 2010 health-needs assessment showing obesity to be a top health problem in Eastern Connecticut.
- Through partnership with Hartford HealthCare Rehabilitation Network, now offering LSVT Loud to help patients with Parkinson’s disease improve verbal communication.
- Partnered with Center for Hospice Care in program to help patients and families with end-of-life decisions and care.
- Named by Joint Commission as Top Performer on Key Quality Measures® for achieving top measurements in heart attack, heart failure, pneumonia and surgical care.
- Providing maternal fetal medicine services to high-risk patients through partnership with Hartford Hospital.
- Backus Echocardiography granted three-year accreditation in adult transthoracic by Intersocietal Accreditation Commission.
- Received 2014 John D. Thompson Award for “excellence in delivery of health care through use of data” for the Clinical Care Redesign: Bringing Nurses Back to the Bedside initiative.
- Received 2014 Consumer Choice Award from the National Research Corporation (NRC).
- For second straight cycle, received an A grade for patient safety from Leapfrog Group.
- Named among “Most Wired” by Hospitals and Health Networks, a publication of the American Hospital Association.
Clinical Laboratory Partners
• Increased requisition volume from 1.475 million in 2013 to 1.6 million in 2014.
• Increased patient access sites from 108 in 2013 to 119 in 2014.
• Increased footprint in Connecticut to include New London, Kensington, Berlin and Newington.
• Added 20 new clients, including Charter Oak, Generations, PACT and the Hebrew Home.
• Built and managing the laboratory for Women’s Health USA in Rocky Hill.
• Achieved patient satisfaction score of 97 percent.
• Renovated patient access sites in Bridgeport, Fairfield, Bloomfield, Hamden and 100 Retreat Avenue in Hartford.

Central Connecticut Senior Health Services
• Began implementing new electronic medical record system to better integrate and coordinate medical care at Mulberry Gardens, The Orchards and Southington Care Center.
• Southington Care Center created clinical pathways for stroke.
• Received grants to provide Good Life Fitness Scholarships to underserved clients to improve health and wellness.
• Together with The Hospital of Central Connecticut and the Southington/Cheshire YMCA, held the fifth annual Healthy Family FunFEST, attracting more than 3,000 community members to the Aqua Turf Club for a day of education, activities, screenings and more.
• Awarded $2.1 million by the state to meet the changing needs of older adults by expanding the Center for Healthy Aging in the Central Region.
• Mulberry Gardens, Jerome Home and Arbor Rose were selected as top CT workplaces by the Hartford Courant and FOX CT.
• The Orchards of Southington was named a Gold Pinnacle Award winner in the Assisted Living Division by NuStep Inc.
• The Orchards of Southington received Best of the Best Award from Assisted Living Federation of America for a program which brings together seniors and students from Central Connecticut State University to learn from each other.

Hartford HealthCare Behavioral Health Network (BHN)
(includes Institute of Living, Natchaug Hospital, Rushford and Behavioral Health Units at Backus Hospital, The Hospital of Central Connecticut, MidState Medical Center and Windham Hospital)
• The Institute of Living opened the Olin Center Annex.
• Natchaug Hospital’s free Pervasive Developmental Disorder Support Group expanded to Norwich.
• Natchaug expanded its Care Plus Outpatient Center in Groton, adding a third Young Adult Program for 18- to 25-year-olds in response to a need identified by the Connecticut General Assembly’s Bipartisan Task Force on Gun Violence and Prevention and Children’s Safety following Sandy Hook.
• Natchaug piloted the Supervised Employment Education Program, giving work experience to at-risk adolescents in Natchaug’s clinical day-treatment schools.
• Natchaug Hospital added pediatric treatment at Joshua Center Southeast in Groton and Joshua Center Shoreline in Old Saybrook.
• Rushford’s Medication-Assisted Treatment expanded to Glastonbury.
• Rushford at Glastonbury expanded adolescent programming, offering partial hospitalization for addiction and co-occurring issues, as well as mental health services to adolescents, and community outreach.
• Rushford expanded adult ambulatory intensive outpatient programming to five days a week at Meriden, Middletown and Glastonbury locations.
• Latino Services at Rushford launched an Intensive Outpatient Program in Meriden for monolingual Spanish-speaking clients diagnosed as mentally ill or dually diagnosed with mental illness and substance-abuse issues.
• Parker North, Rushford at Meriden’s five-bed, all-female home, opened in September 2014, providing community living to people ready for discharge but requiring a higher level of care.
• Hartford Hospital’s Black & Red Gala in January 2014 raised more than $1 million for Institute of Living programming.
• Backus Hospital participated in a pilot initiative with CT Behavioral Health Partnership to address Emergency Department use for high-risk patients.
• Backus redesigned care for behavioral health patients in the Emergency Department to include nurses with specialized training in psychiatry.
• The Counseling Center of The Hospital of Central Connecticut initiated a Patient Advisory Council.
A Year of System-Wide Accomplishments, continued

- The Hospital of Central Connecticut and MidState Medical Center implemented a regional patient care model in both ED psychiatric units that includes 24x7 crisis management.
- Stop the Stigma Campaign exceeded goal of 10,000 individual pledges to raise awareness to end stigma of mental illness and addiction.
- BHN serves as state and national leader in ongoing National Dialogue on Mental Health Series. Between June 2013 and June 2014, the BHN hosted 16 community forums, engaging thousands of community members.
- $12,018 donation awarded by Westfarms Mall to support public outreach education efforts through Hartford HealthCare’s Mental Health First Aide training program.
- Institute of Living and its BHN partners were selected by ValueOptions and Connecticut Department of Children to provide consultative psychiatric services to primary care physicians treating children and adolescents.
- IOL and Genetics Research Center study received $1.25 million grant from Agency for Healthcare Research and Quality to design a personalized medicine tool to guide drug therapy for major depressive disorders.
- The IOL Olin Center received a National Institutes of Health grant to study psychosis and affective research domains and intermediate phenotypes in coordination with Yale University.
- Rushford received $25,000 grant from Conrad Hilton Fund to support addiction medicine fellowship through the American Board of Addiction Medicine.
- The Hospital of Central Connecticut began construction of 32-bed adult inpatient psychiatric unit to open in Spring 2015.

Hartford HealthCare at Home
- Brought together VNA HealthCare, VNA East and Backus Home Health Care to form Hartford HealthCare at Home.

Hartford HealthCare Medical Group
- Opened Hartford HealthCare’s 10th Family Health Center with a new 12,500-square-foot center in Farmington, offering urgent care for adults and children, primary care for adults and children ages five and older, and geriatric care.
- Implemented Zoc-Doc, an online system that books appointments. Almost 800 appointments were booked within six months.
- As part of a 24-hour-access initiative, implemented an internal call center, which booked more than 900 appointments in seven months.
- More than 25 new physicians and advanced practitioners joined specialties ranging from primary care to cardiology, spanning from Norwich to Wallingford.
- Added a dermatology service line and expanded existing specialties throughout Hartford HealthCare’s primary service area.
- “A Taste for Hope” event netted record $58,000 to support the hospice program.
Hartford HealthCare Rehabilitation Network (HHCRN)
• Opened satellite therapy site in Torrington to complement onsite office at Charlotte Hungerford Hospital.
• Added services at Hartford HealthCare’s Family Health Center in Farmington.
• Now managing inpatient and outpatient rehabilitation programs at Jerome Home.
• Joined MidState Medical Center in providing concussion-management services to school-aged athletes in Central Connecticut.
• Backus Rehabilitation Services joined HHCRN; new location in Waterford opened.
• Provided three-day coverage at New England Winterfest Games, the largest tournament of its kind in New England.
• Exclusive pre- and post-race stretch sponsor of Hartford Marathon. Provided medical coverage for other community events including CT Cycling Advancement Program and ERRACE.
• Hosted 15th Annual Wheeling & Able Golf Classic to benefit Connecticut Chapter of the Spinal Cord Injury Association, raising nearly $20,000. This is HHCRN’s only fund raiser to help the organization help patients who have spinal cord injuries.
• Presented at Physical Medicine & Rehabilitation National Meeting on concussion treatments.

Hartford Hospital
• Began construction of Hartford HealthCare Bone & Joint Institute at Hartford Hospital. The institute will bring the latest advances to patients and is expected to become a national destination for multidisciplinary, comprehensive musculoskeletal care.
• Opened Olin Center Annex at world-renowned Institute of Living psychiatric and research center; Olin Center is at the forefront of neuroscience research in brain disorders.
• Opened Family Health Center in Farmington to increase community access to care.
• Design approved for internationally recognized Center for Education, Simulation and Innovation’s (CESI’s) 25,000-square-foot expansion.
• Opened home at Institute of Living (IOL) for ACCESS-Mental Health Connecticut, increasing access to mental health services and education for primary care physicians and pediatricians to assist children, adolescents and their families.
A Year of System-Wide Accomplishments, continued

- Participate in Take Charge of Your Health Program to inspire black men to lead healthier lives.
- Partner with Urban Alliance through Revitalize to improve community health.
- Contribute to Hartford Promise, providing Hartford Public School students with access to higher education.
- Assisted 10 employees with buying homes in the City of Hartford through Housing Incentive Program; total investment of $100,000.
- Completed 3,000th transplant.
- Center for Education, Simulation and Innovation was selected by Biomedical Engineering Alliance and Consortium (BEACON) Board of Directors as winner of the ninth annual BEACON Medical Technology Award.
- Technological/medical firsts:
  - State’s first endoscopic submucosal dissection.
  - State’s first robotic minimally invasive esophagectomy.
  - First in state to provide breakthrough treatment for patients too frail to undergo open heart surgery.
  - First in region to implant a subcutaneous implantable defibrillator (S-ICD)® in a patient at risk of sudden cardiac arrest.
  - As part of Metronic MRI clinical trial and as one of only 16 sites in the nation and the only site in New England, implanted the first cardioverter defibrillator (ICD) designed for use in an MRI scanner.
  - First in Connecticut to use the THERMOCOOL® SMARTTOUCH® catheter, the first catheter approved by the FDA to feature contact-force technology for ablation procedures in patients with atrial fibrillation and ventricular tachycardia.
  - First in state to implant new Medtronic loop recorder.
  - Comprehensive Liver Center first in Connecticut to use Fibroscan® technology, a painless alternative to liver biopsy.
  - Eye Surgery Center was first in New England and one of first in the Northeast to use femtosecond laser technology to improve cataract surgery.
  - Center for Education, Simulation and Innovation (CESI) named a comprehensive Accredited Education Institute by American College of Surgeons. CESI trained 10,600 medical personnel and students from around the world.
- Research Department supported innovative drug and device neuroscience clinical trials with Johns Hopkins University, Beth Israel Deaconess Medical Center and the University of California at San Diego.
- Genomas celebrated 10th anniversary of providing DNA-guided medicine to clinical practice for personalized medicine.
- Hospital fund-raising campaign raised $37 million in commitments for the Bone & Joint Institute and other components of the hospital’s master facilities plan.
- Fastest-growing hospital in Connecticut for three consecutive years.
- First hospital in nation to install tourniquet kits in public spaces to improve survival rates in the event of a mass-casualty event.
- FEMA published mass-shooting response guidelines incorporating recommendations from the Hartford Consensus, a national organization led by Hartford Hospital’s director of Trauma.
- Among 100 hospitals named by Becker’s Hospital Review to “Hospitals with Great Women’s Health Programs.”
- Named among most technologically advanced hospitals in the world by Top Master’s in Healthcare Administration.
- Rated by CareChex, a division of Comparion Medical Analytics Inc., as first in the state for cancer care, women’s health, and heart attack and stroke care and among top 100 in the nation in medical excellence and patient safety in cancer care, heart-attack treatment, gall-bladder removal and pneumonia care.
- Awarded OptumHealth Centers of Excellence for Bariatric Surgery for clinical quality and cost-effective care.

The Hospital of Central Connecticut (HOCC)
- Opened a Family Health Center in Bristol with primary care and walk-in medical office, outpatient lab, radiology and wound care.
- Continued construction of state-of-the-art $40 million, 70,000-square-foot cancer center on
the Plainville/New Britain town line to enhance community access to comprehensive, multidisciplinary cancer-treatment services.

• Emergency Department (ED) at Bradley Memorial campus achieved Press Ganey patient satisfaction scores exceeding 95th percentile for their peer group and all EDs during FY 2014. High levels of performance also included Centers for Medicaid and Medicare Services (CMS) benchmarks of time from arrival to provider, treatment time, and time-to-admission decision.

• Earned Joint Commission’s Gold Seal of Approval for knee- and hip-replacement program.

• Cancer program earned three-year accreditation with commendations from Commission on Cancer of American College of Surgeons. Received gold-level accreditation with commendations in seven categories.

• Became first Connecticut facility to adopt VolparaDensity™ breast-imaging software for women with dense breast tissue.

• HOCC’s primary percutaneous coronary intervention achieved a mean door-to-balloon time of 60 minutes.

• Established weekly group sessions for HOCC’s gestational diabetes patients.

• Lowered congestive heart failure readmission rate to 15 percent.


• HOCC is one of a few health care facilities in the state to offer a Centering-Pregnancy™ program, focusing on second- and third-trimester wellness visits and education in a group setting. The program is offered primarily to underinsured and uninsured pregnant patients.

• Hosted Keep the Power on Utility Clinic to help local community members with utility bills.

• HOCC Psychiatry Department and Hartford HealthCare Behavioral Health Network sponsored “Raising Awareness, Breaking Down Barriers” event as part of the National Dialogue on Mental Health Series to raise public awareness of mental illness.

• Participating in two major, national research studies: the Cardiovascular Inflammation Reduction Trial, a long-term study examining whether or not methotrexate can improve outcomes in patients who have had heart attacks or have coronary artery disease; and a pilot study, Cool-Arrest, to test a device used to provide therapeutic hypothermia treatment for patients who have had cardiac arrest.

• Women’s Heart Wellness Center received $15,000 from Running with Scissors organization.

• HOCC named beneficiary of a $1.3 million charitable fund from estate of Myrna (Morse) Pauloz through the Community Foundation of Greater New Britain

• Donations supporting the new cancer center include:
  - $50,000 from Tilcon Connecticut on behalf of its employees
  - $1 million from American Savings Foundation
  - $500,000 donation from Stanley Black & Decker
  - $1.5 million donation from Maximilian E. & Marion O. Hoffman Foundation for new state-of-the-art breast center

• HOCC named one of less than 2 percent of U.S.-registered hospitals to meet the Centers for Medicaid and Medicare Services Stage 2 criteria for meaningful use of electronic health records.

• HOCC among only 375 hospitals in the nation listed as “Most Wired.”

• Recognized for excellence in lactation care by International Board of Lactation Consultant Examiners® and International Lactation Consultant Association.

• Received Get with the Guidelines – Stroke Gold-Plus Quality Achievement Award and Heart Failure Bronze Quality Achievement Award from American Heart Association (AHA)/American Stroke Association and American Heart Association/American College of Cardiology Foundation.

• Received American Heart Association’s Mission: Lifeline® Bronze Plus Receiving Quality Achievement Award for implementing quality-improvement measures to treat ST-elevation myocardial infarction (STEMI) heart attacks.
A Year of System-Wide Accomplishments, continued

Integrated Care Partners (ICP)
• Increased membership of Hartford HealthCare and community physicians and care providers to about 2,000 members and growing.
• To improve patient outcomes and population health, implemented shared-savings agreements with Anthem, ConnectiCare, Cigna and Aetna; a Medicare Advantage Shared-Savings agreement with Aetna and Health New England; and Health Exchange agreements with Anthem, ConnectiCare, United and Health CT. Also established an agreement with Harvard Pilgrim Health to provide high-quality care to patient populations at lower costs.
• Nearly 140,000 patients participate in ICP shared-savings programs focused on managing care and chronic illnesses and improving overall health. Number of participants continues to grow.
• Added 19 care managers to improve system-wide care transitions and patient outcomes. Care managers are nationally certified in managing chronic diseases. ICP plans for additional care managers to coordinate care across a broader population.
• Implemented High Line analytics to measure and analyze data to provide better coordination and care for patients with chronic illnesses and to lower the cost of care.
• Established quality metrics for member providers to further standardize care, improve patient outcomes and move closer to value-based payment for services.
• Began integrating behavioral health services into primary care practices to provide more holistic care.
• Began implementation of an innovative primary care practice for Hartford HealthCare Employees, focusing on personalized care including health coaches and social workers as well as health care providers. Practice will serve as model for primary care practices throughout ICP.
• Held successful first conference, “The Mind/Body Connection: Integrating Behavioral Health and Primary Care.”

MidState Medical Center
• Implemented a concussion clinic in Cheshire with Hartford HealthCare Rehabilitation Network, bringing state-of-the-art, comprehensive concussion-management services to adolescents.
• Completed 50,000 square-foot expansion of Spine & Pain Institute.
• Launched the McKesson Cardiology Suite, enabling providers to quickly share images and information and instantly read echocardiograms, resulting in improved patient safety, satisfaction and outcomes.
• Launched the McKesson Cardiology Suite, enabling providers to quickly share images and information and instantly read echocardiograms, resulting in improved patient safety, satisfaction and outcomes.
• Introduced the MSK (musculoskeletal) study, a safe, painless study using ultrasound that produces images of muscles, tendons and ligaments.
• Cancer center earned three-year reaccreditation by the American College of Surgeons’ Commission on Cancer.
• Wound care consistently maintains greater than 90 percent patient satisfaction (Press Ganey).
• Developed method to identify high-risk senior patients in the Emergency Department and improve transition to home.
• Implemented a patient check-in list at Digestive Health’s front desk to track wait times and improve patient satisfaction.
• Orthopedic Services introduced Joint Camp, a best-practice where joint-replacement patients work one-on-one with a physical therapist in a group setting for inpatient rehabilitation.
• Implemented an Arthritis Exercise Program in partnership with the Arthritis Foundation; patients receive eight weeks of low-impact physical activity to reduce pain associated with arthritis and improve quality of life.
• Began offering prostate MRIs to men with rising PSA and negative TRUS biopsies to improve patient outcomes.
• Initiated monitoring of dose reporting throughout Hartford HealthCare, ultimately reducing radiation to patients and improving image quality for CT scan and interventional radiology.
Purchased the HANA table, giving orthopedic surgeons the ability to perform hip-replacement surgery via the anterior approach, decreasing length of stay, promoting faster healing and reducing pain.

- Radiology Nursing developed series of patient-education videos to be used system-wide, helping patients understand and prepare for radiologic procedures.
- Advanced Wound Care & Hyperbaric Medicine reaccredited by the Undersea & Hyperbaric Medical Society.
- Recognized with Outstanding Community Partner Award by United Way of Meriden and Wallingford.
- Renovated the LaPlanche Clinic at the Meriden Senior Center; the clinic, staffed by a MidState nurse, provides health care services to seniors in need.
- Completed first robotic splenectomy in Connecticut using the daVinci robot.
- Performed hospital’s first ENT robotic surgery, a trans-oral robotic surgery for oral cancer.
- Received more than $265,000 in grant funding, surpassing goal by 16 percent.
- Cancer Center received more than $61,000 from Komen for cancer outreach and navigation.
- Cuno Foundation provided $24,000 for purchase of Hana orthopedic surgery table.
- Eva Stearns Faulkner Foundation donated $24,000 for purchase of Hana orthopedic surgery table.
- Case manager Elba Sostre give culturally specific nutrition advice to Spanish-speaking patients during the hospital’s Conversation Map Diabetes Education Program.

Windham Hospital

- Completed renovation of office building adjacent to hospital campus to house gastroenterology and pediatrics practices.
- Opened third school-based health center at Charles Barrows STEM Academy in Windham.

- Expanded cardiac and pulmonary rehabilitation programs and opened a heart-failure resource center to educate and support patients with congestive heart failure and reduce readmissions.
- Received $100,000 grant from the Jeffrey P. Ossen Family Foundation for the Women’s Health Services Center.
- Granted three-year accreditation in adult transesophageal and adult transthoracic echocardiograms by Intersocietal Accreditation Commission.
- Breast cancer program completed triennial survey by National Accreditation Program for Breast Centers (a subsidiary of the American College of Surgeons) with surveyor recommending full three-year accreditation.
- School-based health center at Windham High School increased participation for young men seeking behavioral health support.

Diabetes education and support group for Spanish-speaking patients helped manage population health and helped 12 women lose a total of 409 pounds. The program helps patients manage type 2 diabetes with assistance from an interpreter and culturally relevant educational materials.
Key System Initiatives

Becoming Number One by Adopting Five Ones

To become number one, it is critical to act as one. That is why Hartford HealthCare has committed itself to delivering five specific “ones” as we position ourselves to be our consumers’ first choice for healthcare services.

“To earn the number one place with our patients and consumers, it is essential for us to act as a single, unified provider, despite the breadth, depth and broad expanse of our services,” explained Elliot Joseph, president and chief executive officer of Hartford HealthCare. “Consumers are taking more active roles in making decisions about their health care, so we must adopt consumer-driven strategies that make the highest quality of care convenient, accessible and affordable. We are positioning ourselves to deliver on this promise in everything we do, including our major system initiatives.”

The Five Ones Hartford HealthCare is aiming to achieve are:

- **One Registration**: Work is now under way to ensure there is a single, one-time registration no matter where you enter Hartford HealthCare for acute healthcare services. This will eliminate the need for patients to repeatedly fill out registration forms when they access services in different parts of the system.
- **One Health Record**: Providers and patients will have access to a secure electronic health record available anywhere, anytime. The CareConnect project aims to do just that—create a single, electronic health record that will include images such as X-rays. Patients also will be able to view their medical records through a secure, online portal.
- **One Standard of Excellence**: Our standard of care will be consistently excellent across our entire system, and the patient experience will be outstanding. This includes training throughout the organization on high reliability — ensuring the highest level of quality — is now under way.
- **One Bill**: Patients will receive one bill, no matter what type of care they receive, or where they receive it, within our system.
- **One Relationship**: Our patients will enjoy a single relationship with Hartford HealthCare, which will coordinate all of their health and wellness needs.

In addition to striving to achieve these Five Ones in the near future, efforts are under way throughout Hartford HealthCare to make the care more convenient and accessible for patients.

We are partnering with independent physicians through Integrated Care Partners to make the highest-quality care more accessible to patients. Hartford HealthCare Medical Group, with offices throughout Connecticut, is now offering primary care and specialty appointments to patients within 24 hours, and patients have the ability to book appointments online.

We have opened more Family Health Centers, which bring multiple healthcare services right to our patients in their local communities, including Storrs, Farmington and Bristol, so patients don’t have to travel to receive their care. Hartford HealthCare’s Central Connecticut Senior Health Services, which includes the Connecticut Center for Healthy Aging, is expanding to provide more senior assessments, referrals and assistance to seniors and their loved ones. And Hartford HealthCare at Home is bringing everything from nursing care to rehabilitation services to patients in the most convenient location of all—their homes.

Hartford HealthCare Behavioral Health Network Works to Integrate Services, Stop Stigma

When it comes to meeting the behavioral health needs of children, adolescents and adults throughout Connecticut and beyond, the Hartford HealthCare (HHC) Behavioral Health Network (BHN) is the place to turn.

“The Behavioral Health Network provides access to a full array of mental health and addiction services to residents in nearly every corner of the state,” said Stephen W. Larcen, PhD, HHC senior vice president and BHN president.
Seven institutions make up the HHC BHN: Hartford Hospital’s Institute of Living (IOL); Rushford; Natchaug Hospital; and the Behavioral Health Departments at The Hospital of Central Connecticut, MidState Medical Center, Backus Hospital and Windham Hospital.

“No matter where you go within our network, patients and clients will have access to clinicians who are using evidence-based best practices to provide them with the personalized, coordinated care they want, need and deserve,” Larcen said. “We also collaborate with our primary care partners to integrate their services with behavioral health, ensuring that all patients get the right care, at the right time and in the right place.”

One example of this integration is the ACCESS-Mental Health CT program that began last summer at the IOL. Funded through ValueOptions and the Connecticut Department of Children and Families, the IOL and Natchaug provide free consultative psychiatry services for more than 600 pediatricians and family practitioners seeking assistance in treating children and adolescents in their practice with behavioral health issues. Serving approximately 272,000 children in 78 municipalities, the HHC IOL ACCESS-MH CT hub — one of three statewide — includes most of the towns in the Hartford Region and all four counties in Eastern Connecticut.

“We’re proud to be one of the hubs for the state and to do this extremely important work,” said Dr. Harold Schwartz, IOL psychiatrist-in-chief and vice president of the BHN.

While ACCESS-MH CT allows the BHN to address access issues for children and integration with primary care, the BHN also set its sights on stopping the stigma of mental illness. Launched at the annual Hartford Hospital Black and Red Gala (which raised more than $1 million for mental health research and services at the IOL), the Stop the Stigma Campaign encourages individuals to pledge that they will:

- Show compassion by reaching out to those in need of help.
- Have the courage to speak up and challenge stereotypes and attitudes.
- Teach by sharing their own experiences with mental illness and encouraging others to share their stories.
- Demand a change in how we view and address mental illness.

With anti-stigma promises from individuals in traditional venues (paper pledges signed at fairs, trainings community outreach programs and rallies) and virtually (www.facebook.com/stopthestigmact, www.stopthestigmact.org and texts), the BHN quickly surpassed its goal of 5,000 pledges and as of November 2014 was just short of 12,000.

“The fear of stigma and discrimination has a devastating effect on those living with mental illness and on their families,” Schwartz said. “For some people, a mental illness may be a lifelong condition, like diabetes. But as with diabetes, proper treatment enables many people with a mental illness, to lead fulfilling and productive lives. By helping to combat the stigma associated with mental illness we can help increase the number of people who seek treatment.”

The BHN also has played a lead role in the National Dialogue on Mental Health, an Obama Administration initiative conceived after the Sandy Hook tragedy to raise community awareness about behavioral health. BHN leaders and providers have been involved in community discussions about mental health held throughout Connecticut, including events featuring prominent names such as Schwartz; mental health advocate Kevin Hines; writer and mental health advocate Andrew Solomon, authors Wally Lamb and David Fitzpatrick; and Congresswoman Elizabeth Esty.

Mental Health First Aid (MHFA), another initiative promoted nationally and advocated for by the CT Bipartisan Task Force on Gun Violence Prevention and Children’s Safety, has provided another avenue for raising community awareness of mental health and addiction. MHFA is an evidence-based interactive training course designed to give members of the public the skills to help an individual experiencing signs of a mental-health crisis, such as depression, panic-anxiety disorder or post-traumatic stress disorder.

As the BHN makes strides with integration with primary care and stigma-busting, it remains focused on its mission to provide quality, personalized mental health and addiction recovery services to the people who walk through its doors each day.
A New Model for World-Class Cancer Care

In September 2014, the Hartford HealthCare Cancer Institute made history when it was certified as the first member of the Memorial Sloan Kettering (MSK) Cancer Alliance. The certification capped a year of intense collaboration and teamwork that will benefit cancer patients throughout Connecticut and beyond by assuring delivery of the best evidence-based cancer care, rapid adoption of new standards of care and treatments, and expanded access to clinical trials.

“The effort that went into certification is what is unique about the MSK Cancer Alliance,” said Elliot Joseph, president and CEO of Hartford HealthCare, during ceremonies to celebrate the certification. “This is a relationship built on meaningful standards of excellence that are now being used to bring the highest level of care to our patients.”

Work that preceded certification focused on obtaining baseline data on six common cancer types (breast, lung, kidney, colon, prostate and uterine) across 11 disciplines at each of the cancer programs within the Hartford HealthCare Cancer Institute (at Backus, Hartford and Windham Hospitals, The Hospital of Central Connecticut, and MidState Medical Center). More than 430 standards of care were analyzed, with a goal of bringing those processes into alignment with best-practice, evidence-based standards established by MSK.

“At Memorial Sloan Kettering, we are relentless in our pursuit of improving cancer care, and part of that effort includes sharing new knowledge with others and in turn, learning from them. We are proud and excited to see this new model of collaboration take shape so that the highest quality of cancer care is more accessible to more patients,” said Craig Thompson, MD, president and CEO of the Memorial Sloan Kettering Cancer Center.

Donna Handley, vice president of operations for the Hartford HealthCare Cancer Institute (HHCCI), said the process surrounding certification as the charter member of the MSK Cancer Alliance has offered “a fabulous opportunity for all of us to broaden our understanding of best practices in clinical care and the latest developments in research.” One of the most important aspects of the Alliance is that the Hartford HealthCare Cancer Institute will provide patients access to specific MSK clinical trials previously unavailable in Connecticut, providing opportunities for the latest advances in care and a new level of hope. Another unique element in the relationship is the collaboration and two-way learning between HHCCI and the MSK Cancer Alliance, she said.

This bi-directional learning came to life when nearly 170 providers and cancer experts attended a symposium on molecular oncology in Hartford on the day of the certification. Presenters included experts from MSK and HHCCI. This was followed by an educational event for the public on the same topic, also presented by experts from both organizations.

Handley noted that certification is just a first step. “This relationship is about establishing a consistently excellent standard of care for patients across our Institute, and that goal will require continued hard work and vigilance. While our data reveal that there are only a handful of standards with HHCCI that require realignment, the effort will be labor intensive and challenging.”

To help ensure that all cancer services within HHCCI are delivered with a consistently high level of care, physicians who practice within the Institute will agree to conform to certification standards, and a dashboard of metrics is being created for all Disease Management Teams as well as other key clinical components.

“We are committed to this work,” Handley explained, “because we know it will lead to enhanced patient care and reduce variation across our Institute. Ultimately, it will save lives.”

Harford HealthCare Employees: Engaged for Excellence

Working in health care is more of a calling than a job. It often requires great personal sacrifice and always requires tremendous engagement to deliver the right, best, kindest and safest care to patients and to provide community members with services...
that improve their quality of life.

Employees are the heart of our organization. At Hartford HealthCare (HHC), we define employee engagement as demonstrating energy and enthusiasm for our work, loyalty and a desire to keep working within the system, willingness to recommend HHC as a place to work and receive care, desire to go above and beyond, and overall satisfaction as a member of the HHC team. We focus on employee engagement because it’s the right thing to do for our patients and our employees. Research shows that engaged employees have a positive impact on the patient experience and patient satisfaction, and, as our most important resource, employees deserve a work environment that is respectful and rewarding.

HHC measures employee engagement through our employee-engagement survey. By soliciting feedback, developing action plans, and communicating our actions, we let employees know that they are valued. We keep them abreast of how we’re addressing their feedback and take actions to continuously improve HHC as a place to work and build a career.

Our values play a major role in how HHC employees interact with patients and one another: integrity (doing the right thing), excellence (doing the best thing), caring (doing the kindest thing) and safety (doing the safest thing). Our values are so critical to the way we operate that we have an annual award to recognize not only exemplary work but also, the major role our values play in how we do that work: the "Making a Difference … By Living Our Values” Award, given annually at our signature State of the System event.

While values are critical to our culture, How Hartford HealthCare Works (H3W) is the foundation. Almost every one of HHC’s more than 18,000 employees is involved in an H3W workgroup focused on enhancing the patient experience. In FY 2014, HHC workgroups generated 6,318 ideas; 3,592 have been implemented so far, resulting in process improvements and a cost reduction or revenue generation of more than $1.15 million. A few examples of the work accomplished: a safe way for ICU patients, with all their tubes and monitors, to walk, which speeds recovery; improved feeding tubes that make patients more comfortable, provide better nutrition and reduce costs; development of a program that saved uninsured and underinsured patients nearly $2 million in medication costs so they could focus on recovery rather than worrying about a huge financial burden.

HHC is enhancing our H3W work by deploying Lean, a methodology focused on eliminating waste. Through Lean, we will empower employees to help us identify even more opportunities for improvement, such as reducing patient waiting times, freeing up hospital beds more quickly and reducing supply costs. “Lean transforms an organization into one that performs its central mission — in our case, patient care — more efficiently and more effectively,” said Jamie Roche, HHC vice president of Patient Safety and Quality. “Improving the work is the work.”

The way HHC works also is based on specific leadership behaviors. More than 6,000 employees have undergone leadership behavior training following training of all managers. “The goal is for every single HHC employee to understand and use the behaviors, which give us a common language that improves communications and builds relationships among our employees. This ultimately benefits our patients with seamless care coordination and transitions — and thus, safer, higher-quality care,” said Marcia Haytaian, HHC vice president of Leadership and Organizational Development.

To continue to strengthen our organization and further engage employees by providing common services, policies and benefits, the HHC Unity project was launched in 2014 to bring together finance, human resources and other core functions into a System Support Office and to implement a universal electronic health record to ensure all care givers see the same patient record and have access to health data enabling us to improve overall community health.

“Our goal is to achieve the Five Ones of patient care: one registration, one health record, one standard of excellence throughout our system, one bill and one relationship. We want to be the provider of choice for our communities,” said Elliot Joseph, HHC president and CEO. “And it’s the engagement of our employees that will make this happen. The patient is the center of everything we do,” he said, “and so are our employees.”

**Making it Easier to Connect with Care**

A team of nearly 200 employees is working diligently to help Hartford HealthCare become better connected with patients and physicians through a new, robust electronic medical record system.

CareConnect will use Epic software to create a secure, digital home for health information for almost all of the entities within Hartford HealthCare. Available to both patients and caregivers, it
Key System Initiatives

will create a single medical record for patients that can be utilized no matter where they access care within our system. Patients will be able to view their own medical record through a secure digital portal at their convenience to track things like appointments, test results and more.

Doing so will minimize rework, including the need for patients to complete multiple registration forms and health histories. The system will make information more easily accessible and will help add overall value to our patients’ experiences.

While the Epic platform is the major foundation of the system, CareConnect has additional components. It will connect patients and providers to medical images (through ImageConect) and will have the tools to help assist clinicians use information and data (clinical analytics) in the best way.

“The implementation of CareConnect and its vital component Epic EHR is a significant step in the direction of fulfilling our vision of becoming nationally respected for excellence in patient care and most trusted for personalized coordinated care,” said Jonathan Velez, vice president and chief medical information officer for Hartford HealthCare.

“It's also the leading support mechanism for delivery of our Five Ones: One Registration, One Health Record, One Standard of Excellence, One Bill, and One Relationship. All are designed to distinguish the services we provide in our region in terms of patient care, coordination and convenience.”

Epic is scheduled to first launch in Hartford HealthCare ambulatory care sites in 2015 and in hospitals beginning in 2016.

Finding the Perfect Partners

As Hartford HealthCare continues to grow and evolve to stay ahead of the rapidly changing health care environment, our success depends in part on finding partners that share our values of Integrity, Caring, Excellence and Safety. Our partners must also possess a similar vision of how to make health care meet the ‘Triple Aim’ of higher quality, better patient experience and affordability.

“As with seemingly everything in health care these days, our definition of ‘partnership’ is also evolving and changing,” said Elliot Joseph, president and chief executive officer. “Traditionally, our partners have been hospitals that become legal and financial members. These partnerships continue to be vitally important as they allow us to make the necessary investments in technology and process changes so we can coordinate care while dramatically reducing our cost structures to make care more affordable.”

Additionally, Hartford HealthCare works together with its tightly integrated partners to improve clinical outcomes. “This is evidenced by the remarkable progress we have made together in hand hygiene and reducing hospital-acquired infections,” Joseph said.

While HHC will continue to pursue these traditional partnership models, Joseph said, there is also a need for additional, innovative partnerships. Hartford HealthCare has recently launched several, which include:

- **Memorial Sloan Kettering Cancer Alliance:** As the charter member of this Alliance, the Hartford HealthCare Cancer Institute is now bringing the most advanced care to people throughout Connecticut close to home. This includes expanded access to clinical research trials.

- **Integrated Care Partners:** With nearly 2,000 provider members, including independent community physicians, ICP is committed to improving patient outcomes and managing population health. Approximately 140,000 patients are now participating in ICP shared-savings programs focused on managing care and chronic illnesses and improving overall health. And the number of providers and patients continues to grow.

- **CVS/Caremark:** With locations and access points throughout Connecticut, CVS has partnered with Hartford HealthCare to help shared patients better manage chronic illnesses and conditions such as diabetes.

"These new models bring new capabilities that we alone cannot deliver on," Joseph said. “These new models call upon us to be collaborative and
rely upon our common vision and values to influence how we work together so that each of us, especially those we serve, receives the benefits and value of working together.

“Our world continues to change rapidly,” Joseph said. “As we join together with others, I firmly believe we are stronger and better prepared today than ever before to deliver on our promise of the Five Ones: One Registration, One Health Record, One Standard of Excellence, One Bill, One Relationship — and healthier communities overall.”

**Transforming Our Operating Model**

The most successful teams and organizations rely on well-articulated systems and strategies to propel them to the top.

We have a solid foundation in H3W — How Hartford HealthCare Works. In H3W, employees gather in monthly work group meetings with a standard agenda. Staff members share information, generate ideas for improvement, review progress on initiatives and recognize team members for their contributions. Leaders have been trained in behaviors designed to improve communication and create an organizational culture based on our values of integrity, caring, safety and excellence.

As Hartford HealthCare pursues its vision of consistently excellent and well-coordinated care, it must continuously refine its operating system to achieve those results.

“The changing healthcare environment includes pressure to demonstrate increased value for our services, and the highest levels of quality and safety,” said Jeffrey Flaks, chief operating officer. “As a result, we must continue to evolve and enhance our existing operating model and this includes adopt Lean methodology.”

Flaks explained that a Lean approach emphasizes:

- **Respect for staff** – Empowering and supporting employees to enhance their workflow for maximum effectiveness.
- **Continuous improvement** – Leveraging opportunities for constant communication and sharing of information.
- **Leadership presence** – Increasing the visibility of leaders, who have a significant presence in the workplace.
- **Waste removal** – Focusing on increasing efficiency, reducing rework, avoiding duplication and coordinating systems throughout the organization.

“Lean isn’t about layoffs or cost reductions, although managing expenses is certainly a component,” noted Flaks. “It is fair to say that, in Lean, improving the work is the work.”

Hartford HealthCare already has begun this journey to improve the way we work. Recent enhancements include the creation of operational regions. We have designed common meeting structures, schedules, sequencing, names and agendas. We also have implemented travel days and “home days” and set aside protected time for rounding.

“We do have a strong foundation for our operating model, and we are enhancing that model to position us for future success,” Flaks said. Emphasis now will be on daily management, including daily team huddles and leadership rounding, which will allow managers to continuously interact with staff within the workplace.

“We are looking to standardize the means by which we do our work and gather information each day,” he said. “Huddling on a daily basis, and attending or observing huddles, as well as leaders rounding, helps to improve communication and to focus on and support addressing key opportunities for improvement.”

Ongoing enhancements to the operating model include standardized monthly messages for H3W work groups, as well as a methodical and thorough cascade of the organization’s balanced scorecard throughout the system. We also are clearly aligning individual goal-setting with the balanced scorecard and monthly reviews of progress.

To support these efforts, Hartford HealthCare is offering additional leadership training as well as specific training in Lean methodology.

“We’re changing how we lead, work, solve problems and support our staff, and we’re spending our time differently,” Flaks said. “We need to work differently to perform at the levels to which we aspire.”

What will success look like?

“Like other winning teams, we’ll know we’re successful when we’re not dependent on any single superstar player or leader, as our system will ensure the results we seek,” Flaks said. “But the true mark of success will be when our patients and families enjoy improved outcomes and a one-of-a-kind patient experience.”
## Hartford HealthCare Community Benefit Summary

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<tr>
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<th>Hartford Hospital</th>
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FY2013 figures are being reported in accordance with the IRS Form 990 Schedule H requirement.

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</tbody>
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Hartford  MidState  Windham  Natchaug  The Hospital of  Central Connecticut  Hospital  Hospital  Hospital  Central Connecticut  Hospital  Totals

2014 STATE OF THE SYSTEM 29
Hartford HealthCare Strategic Framework

Our Structure for Success

Vision
Nationally respected for excellence in patient care and most trusted for personalized coordinated care

5 Year Strategies
Provide Value
Coordinate Care
Grow the System
Maximize the Geared Model

Strategic Metrics
Attributed Lives
Outpatient Visits
Market Share

Operational Metrics
Patient Experience
Eliminate Patient Harm
Employee Health
Reduce Cost Structure
Readmission Rate
Employee Engagement
Operating Margin
# Hartford HealthCare 2015 Balanced Scorecard

**Vision:** Nationally respected for excellence in patient care and most trusted for personalized coordinated care.

## Hartford HealthCare 2015 - Operational / Infrastructure Initiatives

<table>
<thead>
<tr>
<th>Project</th>
<th>Milestone</th>
<th>Completed By</th>
</tr>
</thead>
<tbody>
<tr>
<td>PeopleSoft</td>
<td>Complete testing and implementation for:</td>
<td></td>
</tr>
<tr>
<td></td>
<td>3. VNA and Senior Care</td>
<td>3. September 30, 2015</td>
</tr>
<tr>
<td>CareConnect/Epic</td>
<td>Complete testing and implementation for:</td>
<td></td>
</tr>
<tr>
<td></td>
<td>1. Ambulatory Care Build Complete</td>
<td>1. November 1, 2014</td>
</tr>
<tr>
<td>H3W/Lean Implementation</td>
<td>Design and implement a Lean Daily Management Model in at least one area</td>
<td>September 30, 2015</td>
</tr>
<tr>
<td></td>
<td>within the HHC System Support Office (SSO), all three (3) regions, one</td>
<td></td>
</tr>
<tr>
<td></td>
<td>service line, and one other business unit. Introduce Lean Management</td>
<td></td>
</tr>
<tr>
<td></td>
<td>within piloted H3W workgroups.</td>
<td></td>
</tr>
<tr>
<td>ICD 10 Implementation</td>
<td>Total readiness for ICD 10 implementation.</td>
<td>September 30, 2015</td>
</tr>
</tbody>
</table>

## Hartford HealthCare 2015 - Strategic Initiatives Cascading to Members

<table>
<thead>
<tr>
<th>Initiatives</th>
<th>Description</th>
<th>Measure/Baseline</th>
<th>Target FY15</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Improve the Patient Experience</td>
<td>Increase HHC’s aggregate score on HCAHPS survey question: percent who gave</td>
<td>FY14: 66.8</td>
<td>FY15: 69.1</td>
</tr>
<tr>
<td></td>
<td>their hospital a rating of 9 or 10</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Improve Quality and Safety</td>
<td>Decrease catheter associate urinary tract infection (CAUTI) rate and increase</td>
<td>FY14: CAUTI 4.6</td>
<td>FY15: CAUTI 3.7</td>
</tr>
<tr>
<td></td>
<td>hand-hygiene compliance</td>
<td>FY14: Hand hygiene 82.7%</td>
<td>FY15: Hand hygiene 90%</td>
</tr>
<tr>
<td>3. Reduce Readmission Rates</td>
<td>Reduce readmission rates for Medicare patients CMS-focused population</td>
<td>FY14: Aggregate 15.5%</td>
<td>FY15: Aggregate 14.4%</td>
</tr>
<tr>
<td></td>
<td>(AMI, heart failure, pneumonia, COPD)</td>
<td>FY14: Heart failure 17.5%</td>
<td>FY15: Heart failure 16.3%</td>
</tr>
<tr>
<td>4. Increase the In Network Rate</td>
<td>Increase percent of patient care transfers to an HHC hospital from other</td>
<td>FY14: In-network rate 64%</td>
<td>FY15: In-network rate 73.5%</td>
</tr>
<tr>
<td></td>
<td>HHC hospitals &amp; increase percent of patients (HHC Medical Group, Anthem and</td>
<td>FY14: continue care 50%</td>
<td>FY15: Continue care 60%</td>
</tr>
<tr>
<td></td>
<td>employee population) who continue their care within HHC</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Reduce Average Length of Stay</td>
<td>Reduce length of stay for Medicare patients on hospital medicine service</td>
<td>FY14: Aggregate ALOS</td>
<td>FY15: Reduce baseline</td>
</tr>
<tr>
<td></td>
<td>available Jan. 1, 2015</td>
<td>available Jan. 1, 2015</td>
<td>by 5%</td>
</tr>
<tr>
<td>6. Increase Employee Engagement</td>
<td>Increase the overall HHC engagement (commitment score).</td>
<td>FY13: 3.88</td>
<td>FY15: 3.99</td>
</tr>
<tr>
<td></td>
<td>FY14: N/A</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7. Improve Operational Performance</td>
<td>Reduce the HHC cost structure. Acute care cost per case mix adjusted</td>
<td>FY14: $8,731</td>
<td>FY15: $8,603</td>
</tr>
<tr>
<td></td>
<td>discharge/unit</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8. Grow Primary Care</td>
<td>Increase attributed lives (number of members enrolled in an HHC value-based</td>
<td>FY14: Attributed lives 120,000 FY14: 34,978</td>
<td>FY15: Attributed lives 151,786 FY15: new primary care 36,167</td>
</tr>
<tr>
<td></td>
<td>product) and new primary care patients</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9. Access Strategies</td>
<td>Increase access to the appropriate levels of patient care (urgent and</td>
<td>FY14: Urgent &amp; primary/</td>
<td>FY15: Urgent &amp; primary/</td>
</tr>
<tr>
<td></td>
<td>primary care/ walk-in) and ED percent seen within 30 minutes</td>
<td>walk-in: 409,194</td>
<td>walk-in: 420,452</td>
</tr>
<tr>
<td></td>
<td>FY14: ED seen within 30 minutes 61%</td>
<td>FY14: ED seen within</td>
<td>FY15: ED seen within</td>
</tr>
<tr>
<td></td>
<td></td>
<td>30 minutes 61%</td>
<td>30 minutes 65%</td>
</tr>
<tr>
<td>10. Clinical Program Growth</td>
<td>Increase aggregate statewide adult market share in Oncology, Cardiovascular,</td>
<td>FY14: 21.5%</td>
<td>FY15: 22.0%</td>
</tr>
<tr>
<td></td>
<td>Neuroscience &amp; Orthopedics (inpatient &amp; ambulatory surgery)</td>
<td></td>
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