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

Welcome to our annual State of the System. Every year, we bring together the leadership of Hartford HealthCare at the State of the System to celebrate our accomplishments, learn from our challenges, build stronger connections with one another and identify ways to collaborate to accomplish our vision to be “nationally respected for excellence in patient care and most trusted for personalized coordinated care.”

Achieving that vision is not only our goal but also our challenge. The pace and amount of change we face in the industry is unprecedented and represents an incredible opportunity for our system and those we serve. We need to maximize the winds of change, balancing our ability to continue to deliver high-quality care to patients in the current fee-for-service environment (the “dock”), while investing in new care pathways and capabilities to manage population health in the transforming health care environment (“the boat”).

No matter what evolves in the political spectrum, it will not affect this reality and the growing demand for value. Health care simply cannot go forward in its present state of high costs that account for about 18 percent of the gross national product of the United States and quality that is below that of most developed nations.

Hartford HealthCare is playing a leadership role in our region in building a delivery system that provides sufficient scale, and delivers care that is integrated and coordinated across the system. The decision by Backus Healthcare to affiliate with our system is tangible validation of our geared model and our strategies to:

- Provide value through efficient, high-quality care;
- Coordinate care so that the patient receives the right care, at the right time, in the right place;
- Maximize the geared model of working together and sharing treatments, services and innovative technologies; and
- Grow the system to enhance best practices, quality and access to care.

This year, we have reached another milestone in our evolution as a system with the establishment of the first system-wide recognition award for “Making a Difference Together … By Living our Values.” I am pleased with the number and quality of the nominations, a reflection of how far we have come as a system. I look forward to announcing our first winner at this meeting.

Sincerely,

Elliot Joseph
President & CEO
Hartford HealthCare

Elliot Joseph
President & CEO
Hartford HealthCare
Hartford HealthCare Quick Facts & Figures

One State Street
Suite 19
Hartford, CT 06103
860.263.4100
Total Revenue: $2 billion*
Employees: 16,951
Inpatient discharges (including Natchaug Hospital) 74,440
Inpatient Days: 389,319
Emergency Department visits: 308,154
Towns in Primary Service area: 63
Research, Total Revenue*: $14.2
Community Benefit (FY11): $150.5 million

326 Washington St.
Norwich, CT 06415
860.889.8331
backushospital.org
Licensed bed capacity: 213
Discharges including newborns: 11,911
Patient Days including newborns: 49,361
ED Visits: 68,102
Births: 916
Inpatient Surgeries: 2,921
Ambulatory Surgeries: 6,968
Employees: 2011
FTEs: 1,515
Active Physicians: 270
Volunteers: 400
Community Benefit (FY12): $4.8 million

80 Seymour Street
Hartford, CT 06106
860.545.5000
hartfordhospital.org
Licensed bed capacity: 867
Discharges including newborns: 41,251
Patient days including newborns: 233,332
ED Visits: 99,811
Births: 3,605
Inpatient Surgeries: 11,905
Ambulatory Surgeries: 24,679
Employees: 7,397
FTEs: 5,789
Active Physicians: 1,263
Volunteers: 1,364
Residents/Fellows: 582
Research Revenue*: $14.1 million
Operating Revenue*: 1.1 billion
Community Benefit (FY11): $97.2 million
Hartford Hospital is home to the Center for Education, Simulation and Innovation, one of the most advanced medical simulation training centers in the world. Nearly 6,000 individuals, including more than 2,000 physicians, from across the state and the country trained at CESI last year. It is the largest surgical center in New England and the Northeast's largest robotic surgery center.

*Draft, Preliminary, Non-audited
Hartford HealthCare Quick Facts & Figures

Acute Care Hospitals

The Hospital of Central Connecticut
A Hartford HealthCare Partner
100 Grand Street
New Britain, CT 06050
860.224.5011
Bradley Memorial campus:
81 Meriden Avenue
Southington, CT 06489
860.276.5000
thocc.org

Licensed bed capacity: 446
Discharges including newborns: 18,252
Patient days including newborns: 76,771
ED Visits: 110,498
Births: 1,640
Inpatient Surgeries: 3,659
Ambulatory Surgeries: 8,014
Employees: 3,051
FTEs: 2,297
Active Physicians: 436
Volunteers: 360
Residents/Fellows: 68
Research Revenue*: $131,377
Operating Revenue*: $388 million
Community Benefit (FY 11): $27.7 million

MidState Medical Center
A Hartford HealthCare Partner
435 Lewis Avenue
Meriden, CT 06451
203.694.8200
midstatemedical.org
Licensed bed capacity: 156
Discharges including newborns: 10,330
Patient days including newborns: 42,530
ED Visits: 60,887
Births: 923
Inpatient Surgeries: 2,301
Ambulatory Surgeries: 6,213
Employees: 1,346
FTEs: 996
Active Physicians: 286
Volunteers: 296
Operating Revenue*: $248 million
Community Benefit (FY11): $14.5 million

Windham Hospital
A Hartford HealthCare Partner
112 Mansfield Avenue
Willimantic CT 06226
860.456.9116
windhamhospital.org
Licensed bed capacity: 130
Discharges including newborns: 4,567
Patient days including newborns: 18,750
ED Visits: 36,958
Births: 407
Inpatient Surgeries: 1,242
Ambulatory Surgeries: 2,640
Employees: 824
FTEs: 517
Active Physicians: 84
Volunteers: 341
Operating Revenue*: $95.1 million
Community Benefit (FY11): $5.9 million

*Draft, Preliminary, Non-audited
Behavioral Health

Institute of Living
A Division of Hartford Hospital
200 Retreat Avenue
Hartford, CT 06106
860.545.7000
harthosp.org/InstituteOfLiving

- Inpatient admissions: 4,049
- Inpatient Days: 38,296
- Residential admissions: 25
- Residential days: 7,703
- PHP visits: 5,077
- IOP visits: 28,285
- OP visits: 19,310
- Employees: 700+
- Residents/Fellows: 45
- Research revenue*: $7.7 million
- Operating revenue*: $125 million

The Institute of Living was the first hospital of any kind in Connecticut. Now a division of Hartford Hospital, it provides a wide range of comprehensive behavioral health services.

Natchaug Hospital
A Hartford HealthCare Partner
189 Storrs Road
Mansfield Center, CT 06250
860.456.1311 or 1.800.426.7792
natchaug.org

- Inpatient admissions: 1,938
- Inpatient days: 17,936
- Residential admissions: 21
- Residential days: 4,617
- PHP visits: 19,252
- IOP visits: 32,498
- OP visits: 4,103
- Employees: 601
- Volunteers: 40
- Operating revenue*: $46 million
- Community benefit (FY 11): $3.8 million
- School days: 34,623
- Inpatient and outpatient behavioral health and chemical dependency services for children and adults.

Rushford
883 Paddock Avenue
Meriden CT 06450
1.800.542.4791
rushford.org

- Residential admissions**: 2,749
- Residential days: **40,492
- PHP visits: **3,300
- IOP visits:** 28,319
- OP visits: **59,109
- Employees: 416
- Residents/Fellows: 28
- Operating Revenue ***: $35.9 million
- Community Benefit (FY 11): $150.4 million

Treatment of addiction in adults and adolescents, as well as drug prevention and youth development.

Inpatient behavioral health and psychiatric services are also provided at The Hospital of Central Connecticut New Britain General campus and at MidState Medical Center.

*Draft, Preliminary, Non-audited
** 15-month figures due to change in fiscal year
Hartford HealthCare Quick Facts & Figures

### Physician Organizations

**Hartford HealthCare Medical Group**

200 Retreat Avenue  
Hartford CT 06106  
860.545.7646  
hartfordmedicalgroup.com  
Offices: 18  
Physicians: 59  
Midlevel providers: 30  
Primary care patients: 90,000  
Visits: 240,624  
Operating Revenue*: $34.5 million  
Provider of primary care, urgent care, sports, occupational and specialty medicine.

**Integrated Care Partners**  
A Hartford HealthCare Partner  

1290 Silas Deane Highway  
Wethersfield, CT 06109  
860.263.3540

Integrated Care Partners, established in February 2013, is a physician-led clinical integration organization that will play a critical role in improving how patient care is delivered.

As a community of independent care providers, Integrated Care Partners defines performance objectives, quality standards and evidence-based medicine protocols; forges partnerships with health plans, employers and providers; and establishes requirements for participation — all with the ultimate goal of providing high-quality, coordinated patient care and improving the overall health of populations.

Integrated Care Partners is a voluntary organization that includes both private-practice physicians and physicians employed by or associated with Hartford HealthCare. More than 1,000 physicians are members and the number is steadily increasing.

*Draft, Preliminary, Non-audited
Outpatient Services

Home care

103 Woodland Street
Hartford CT 06105
860.249.4862
vnahealthcare.org
Traditional home care visits: 302,391
Hospice visits: 44,849
Independent living services: 241,369 hours
Meals on Wheels deliveries: 131,281
Flu & Pneumonia shots: 9,459
Employees: 763
Volunteers 455
Operating revenue*: $54.1 million
Not-for-profit home care agency with branch offices in East Windsor, Glastonbury, Hartford, Southington and Waterbury.

Laboratory services

129 Patricia M. Genova Drive
Newington CT 06111
1.800.286.9800
clpct.com
Commercial patients: 1.4 million
Tests: 11.4 million
Employees: 832
Physician customers: 3,900
Operating revenue*: $99 million
Locations: 89
Full Service Labs: 5
Clinical Laboratory Partners provides lab services throughout Connecticut.

Rehabilitation

181 Patricia M. Genova Drive
Newington CT 06111
860.696.2500
hartfordhealthcare.org/rehabilitation
Patient care visits: 500,000+
Managed locations: 57
Employees: 540
Full-time students: 22
Operating Revenue* **: $15.6 million
Provides physical rehabilitation services of physical therapy, occupational therapy, speech language pathology and athletic training services across the continuum and in community settings.

*Draft, Preliminary, Non-audited
** Managed Services Organization only, other revenues reported by respective entities.
Hartford HealthCare Quick Facts & Figures

Senior Services

45 Meriden Avenue
860.378.1225
Southington, CT 06489
www.ctseniorcare.org
Skilled Nursing Beds: 280
Apartments: 278
Employees: 749
Volunteers: 210
Operating Revenue*: $27.6 million
Senior Club program: 4,982 members
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.

3 John H. Stewart Drive
Newington, CT 06111
1.877.469.6285
Apartments: 78
Employees: 68
Operating Revenue*: $3.47 million
 Owned by Hartford Hospital and Jefferson House, Cedar Mountain Commons is one of the few hospital-supported senior living communities in Connecticut.

1 John H. Stewart Drive
Newington, CT 06111
860.667.4453
Skilled Nursing Beds: 104
Employees: 198
Volunteers: 40
Operating Revenue*: $16.18 million
A department of Hartford Hospital, Jefferson House is a skilled nursing facility offering a full range of services.
Hartford HealthCare Service Area Map
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<th>Hartford HealthCare Service Area By Town</th>
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Hartford HealthCare Board of Directors

**Ramani Ayer**, Chair of the Board, is the retired chairman and CEO of The Hartford, one the nation’s oldest and largest investment and insurance companies. He spent his career at The Hartford, serving in a number of leadership roles, including vice president of HartRe, The Hartford’s reinsurance subsidiary; president and later, executive vice president of Hartford Specialty Company; and president and chief operating officer of The Hartford’s property-casualty operations. Mr. Ayer is a member of the boards of XL Insurance Group in Bermuda, the David Lynch Foundation, the Maharishi University of Management and the Connecticut Council of Educational Reform. He is a former member of the boards of directors of Hartford Hospital, the American Insurance Association and the Insurance Information Institute and is a former member of the Business Roundtable. Mr. Ayer earned his master’s and doctorate degrees in chemical engineering from Drexel University in Philadelphia and a bachelor’s degree from the Indian Institute of Technology in Bombay.

**William A. Conway, M.D.**, is a member of the Hartford HealthCare Board of Directors. Hartford HealthCare is the premiere health care network in Connecticut with 17,000 employees and $2 billion in net revenue. In addition to Hartford Hospital, the HHC system includes The Hospital of Central Connecticut; MidState Medical Center; Windham Hospital; The Institute of Living psychiatric center; VNA HealthCare; Hartford Medical Group; MidState Medical Group; the Doctors of Central Connecticut; Central Connecticut Senior Health Services, which includes five assisted-living and skilled-nursing facilities; Clinical Laboratory Partners with more than 80 locations statewide; Hartford HealthCare Rehabilitation Network; and two regional behavioral health centers, Rushford and Natchaug Hospital.

Dr. Conway is a pulmonary-critical care physician and has held many leadership positions with the Henry Ford Health System in Michigan. He currently is senior vice president and chief quality officer for the system and chief medical officer for Henry Ford Hospital.

Dr. Conway received the 2006 Keystone Center Patient Safety and Quality Leadership Award from the Michigan Health and Hospital Association (MHA) and was recognized as a Health Care Hero by Crain’s Detroit Business for his leadership in surgical infection prevention. He has held leadership positions in group practice, including serving as president of the American Medical Group Association and is cofounder and initial chair of the Group Practice Improvement Network. He is a member of the work group for the Council of Accountable Physician Practices and serves as a board member of the MHA Patient Safety Organization. Dr. Conway is a graduate of the Creighton University Medical School in Omaha.

**Nancy Gateley Dean** was cofounder of the Trust Company of Connecticut and served as its president, CEO and director. Her former positions include serving as vice president, Finance for the Bank of New England/Connecticut Bank & Trust in Boston and Hartford and vice president, Strategic Planning for Bankers Trust Company in New York. Ms. Dean is vice president of The Town and Country Club in Hartford, treasurer and founding member of the Lyman Heritage Preservation Foundation, trustee and board member of the Reynolds Family Foundation and Duncaster Foundation, and member of the Pension Board for the Town of West Hartford. Among her many former affiliations, she...
Hartford HealthCare Board of Directors

served as chairman of the board of VNA HealthCare Inc., member and president of the Estate Planning and Business Council of Hartford; board member and chair for the Investment Committee for Junior Achievement; a founding member and board member for the Foundation for West Hartford Public Schools; and board member of Church Homes Inc., PLAN Inc. and the New Britain Museum of American Art. Ms. Dean graduated cum laude from Boston College with a Bachelor of Science in accounting.

John Dillaway currently is executive vice president of Ascend Laboratories, a division of The PharmaNetwork. He formerly served as president of Medical Specialty in Newington and as senior vice president of Moore Medical Corporation in New Britain. Mr. Dillaway serves as board vice chair for the Central Connecticut Health Alliance Inc. and The Hospital of Central Connecticut. Formerly, he served as board chair and board member of VNA of Central Connecticut and as a member of the United Way Allocations Panel. Mr. Dillaway earned a Bachelor of Arts in biology from Assumption College in Worcester, Mass. and completed the Executive Strategies Program at Cornell University.

Laura R. Estes formerly served as senior vice president of Aetna Life and Annuity Company, Pensions and held several investment management positions at Aetna, including in business development and portfolio management. She currently is chair of the YMCA Capital Region Campaign and formerly served as chair of the Hartford Hospital Board of Directors and Board of Governors, the UConn Foundation, the UConn R&D Corporation, the Hartford Educational Foundation and Duncaster Inc. She also was director of Y-USA Investments and a trustee of Williams College and the Connecticut Science Center. Ms. Estes attended Williams College and earned her Bachelor of Arts from Wellesley College and a master’s degree in business administration from the University of Connecticut.

David B. Hyman, DDS, Vice Chair, is a member of the Hartford HealthCare Board of Directors. Hartford HealthCare is the premiere health care network in Connecticut with 17,000 employees and $2 billion in net revenue. In addition to Hartford Hospital, the HHC system includes The Hospital of Central Connecticut; MidState Medical Center; Windham Hospital; The Institute of Living psychiatric center; VNA HealthCare; Hartford Medical Group; MidState Medical Group; the Doctors of Central Connecticut; Central Connecticut Senior Health Services, which includes five assisted-living and skilled-nursing facilities; Clinical Laboratory Partners with more than 80 locations statewide; Eastern Rehabilitation Network; and two regional behavioral health centers, Rushford and Natchaug Hospital.

Dr. Hyman has a family and cosmetic dental practice in Meriden, where he has been in practice for 29 years. Dr. Hyman is director emeritus of MidState Medical Center and previously served as chairman of its board of directors. During his many years with MidState, he was chairman of the Planning and Governance committees and Community Advisory Council and was a member of several standing ad hoc committees, including Medical Needs Assessment, Physician Credentialing and the Building Committee. He was a member of the MidState/Radiology Imaging Partnership Advisory Board and vice chair of the Meriden Visiting Nurses Association Board of Directors.

Dr. Hyman is past president of the Meriden, Wallingford and
Cheshire Dental Association where he served as chairman of the Peer Review Committee. He currently is a member of the Constitution and Bylaws Committee of the Connecticut State Dental Association. Dr. Hyman earned his bachelor’s degree at Clark University and graduated from the Baltimore College of Dental Surgery at the University of Maryland.

**Elliot T. Joseph** is president & CEO of Hartford HealthCare (HHC), a $2 billion health care system with 17,000 employees in more than 80 communities throughout Connecticut. The premiere health care system includes Hartford Hospital, a leading medical and research center; four community hospitals; behavioral health centers; laboratories throughout the state; rehabilitation services; visiting nurse association; several physicians’ practices; and long-term care facilities. Mr. Joseph previously served as president and CEO of St. John Health (SJH), a $1.8 billion Southeast Michigan health care system. While there, he placed two SJH hospitals in the top 15 of Thomson Reuter’s Top 100 Hospitals in the United States and SJH was named one of Verispan’s Top 100 Health Care Systems. Mr. Joseph is a member of the Greater New York Hospital Association Board of Governors, the Connecticut Hospital Association Board of Trustees, the Metro Hartford Alliance Board of Directors and the Bushnell Performing Arts Center Board of Trustees. He recently was named one of Hartford’s 50 most influential people. Mr. Joseph earned a master’s degree in health services administration from the University of Michigan in Ann Arbor and a Bachelor of Science from the State University of New York at Binghamton. He is an alumnus of the Wharton CEO Program for Health Care Leadership.

**Brian MacLean** is president and chief operating officer of Travelers, where he is responsible for all insurance operations, including the Personal Insurance; Business Insurance; and Financial, Professional and International Insurance divisions, as well as Claims Services and the company’s runoff businesses. Mr. MacLean has held a variety of senior financial leadership positions at Travelers, including executive vice president of Claim Services and senior vice president for Commercial Lines Select Accounts, one of the nation’s leading providers of property casualty insurance to small businesses. Mr. MacLean serves on the President’s Council at Fordham University, where he also is an adjunct professor. He previously served on the Hartford Hospital Board of Directors. He holds a bachelor’s degree from Fordham University and a master’s degree from the University of South Carolina.

**Lawrence M. McGoldrick** was a founder and former Chairman, President and CEO of Castle Bank and Trust Co., a community commercial bank headquartered in Meriden, Conn. Castle Bank and Trust was sold to Nutmeg Financial Corp. in 2006. Previously, Mr. McGoldrick held senior management positions in the financial services industry with Bank of Boston, Merrill Lynch and Connecticut Savings Bank. He has served as a director and chairman of the board of MidState Medical Center. Mr. McGoldrick currently serves as a director of the Meriden Economic Development Corp. and Girls Inc. of Meriden. He also is a member of the Cuno Foundation Distribution Committee and is a Trustee of the Connecticut Hospital Association. Mr. McGoldrick was formerly a Director, Trustee and Chairman of the Meriden YMCA as well as several community boards. Professionally, he formerly served as a director of the
Hartford HealthCare Board of Directors

Connecticut Community Bankers Association and as a member of the Advisory Board of the Conference of State Bank Supervisors. As a member of the board of Hartford HealthCare, Mr. McGoldrick chairs the Strategic Planning and Community Benefit Committee, as well as the Pension Sub-Committee and is a member of the Audit and Compliance Committee.

Elsa M. Núñez is president of Eastern Connecticut State University. Under her leadership, the university has received several national recognitions, including being named one of the top 100 regional universities in the North by U.S. News and World Report. Dr. Núñez has held several academic leadership positions, including vice chancellor for Academic Affairs with the University of Maine system, provost and vice president of Academic Affairs with Lesley University in Boston, and dean and vice president for Academic Affairs with the City University of New York. Among her numerous awards, Dr. Núñez was named one of Three Outstanding Women of the Year by New Jersey Gov. Thomas Kean. She serves on the boards of directors of the Girl Scouts of Connecticut, the Mark Twain House, the Village for Families and Children, Connecticut Campus Compact and Leadership Greater Hartford. She is a corporator for Windham Hospital. Dr. Núñez earned a Bachelor of Arts in English at Montclair State College, a Master of Arts in English at Fairleigh Dickinson University and a Ph.D. in linguistics at Rutgers University.

John J. Patrick, Jr. is chairman, president and CEO of Farmington Bank, a full-service community bank with $1.7 billion in assets and 16 branches throughout Central Connecticut. He also is chairman, president and CEO of First Connecticut Bancorp Inc., Farmington Bank’s parent company, which completed its initial public stock offering and began trading shares on the NASDAQ last year. Mr. Patrick formerly served as president and CEO at TD Banknorth Inc. for 10 years and president of Glastonbury Bank, which become Banknorth Connecticut. Under Mr. Patrick’s leadership, Banknorth Connecticut has grown from the 17th largest bank in the state to the sixth largest. Mr. Patrick also managed banking services for Connecticut Bank and Trust, BayBank and First Financial Group. Mr. Patrick serves as chairman of the board of Vantis Life Insurance Company, director of The Hospital of Central Connecticut, trustee of Hebrew Health Care Inc. and director of Central Connecticut State University Foundation Inc. He is a member of the Connecticut Bankers Association Executive Committee. He was named one of Hartford’s 50 Most Influential People in 2010 by Hartford Magazine and received the 2009 Greater Hartford Human Relations Award from the National Conference for Community and Justice of Connecticut and Western Massachusetts. He also was named Distinguished Citizen of the Year by the Connecticut Rivers Boy Scout Council and the New Britain Chamber of Commerce and received the Civic Achievement Award from Yeshiva New Haven. Mr. Patrick graduated from Central Connecticut State University with a bachelor’s degree in business administration. He attended the New England College of Banking at Williams College and obtained a graduate degree in banking and financial services from Bentley College.
William H. Trachsel is a member of the Hartford HealthCare Board of Directors. Hartford HealthCare is the premiere health care network in Connecticut with 17,000 employees and $2 billion in net revenue. In addition to Hartford Hospital, the HHC system includes The Hospital of Central Connecticut; MidState Medical Center; Windham Hospital; The Institute of Living psychiatric center; VNA HealthCare; Hartford Medical Group; MidState Medical Group; the Doctors of Central Connecticut; Central Connecticut Senior Health Services, which includes five assisted-living and skilled-nursing facilities; Clinical Laboratory Partners with more than 80 locations statewide; Eastern Rehabilitation Network; and two regional behavioral health centers, Rushford and Natchaug Hospital.

Mr. Trachsel is retired senior vice president, secretary and general counsel of United Technologies Corporation (UTC). He held several leadership positions with UTC, including vice president-counsel at Hamilton Standard, vice president-counsel for UTC’s automotive business, and vice president and deputy general counsel at UTC’s headquarters.

Mr. Trachsel is a member of the board of directors of the Connecticut Bar Foundation and the University of Connecticut Foundation and is a former member of the Hartford Hospital Board of Directors. He earned his bachelor’s degree in aerospace engineering from the University of Florida and a J.D. degree from the University of Connecticut Law School.

Jennifer Smith Turner is the former chief executive officer of the Girl Scouts of Connecticut. She also formerly served as president and CEO of Smith & Associates LLC, a company specializing in management consulting, strategic planning and executive coaching. She is the former deputy commissioner for the State of Connecticut’s Department of Economic and Community Development and served as president and CEO of BerkleyCare Network and vice president of W.R. Berkley Corporation. Ms. Turner also held several executive positions at Aetna Life & Casualty, including chief operating officer for HealthWays/Aetna Professional Management Corporation, vice president of Aetna Health Plans and chief of staff to the CEO of Aetna Health Plans. In addition, Ms. Turner held a number of management positions at Travelers Insurance over 10 years. Ms. Turner serves on the central board of Achievement First and is a board member of the Greater Hartford Arts Council. She also serves on the board of the New England Association of Schools and Colleges and as a regent at the University of Hartford. She is president of Media Vision, a company affiliated with Connecticut Public Broadcasting. She also is a former president of the board of The Hartford Stage Company and was appointed by former Gov. Lowell P. Weicker as a trustee of the University of Connecticut, where she established two endowments in her name and serves as a member of an international board for the university’s African National Congress Partnership with South Africa. Among her numerous community activities, Ms. Turner is a former board member of the University of Connecticut Foundation, St. Joseph’s College, Hartford College for Women, Union College, Connecticut Public Television and Radio, the Connecticut Golf Foundation, the Porrath Cancer Foundation, the Foundation for Mental Health, the American Heart Association, the Boys and Girls Club of Hartford, and the United Way of the Capital Region. A published poet, Ms. Turner is a graduate of Union College in Schenectady, N.Y. and received her master’s degree from Fairfield University.
A Year of System-Wide Accomplishments

**Hartford HealthCare**
- Signed definitive agreement with Backus Corporation to affiliate. Backus includes William W. Backus Hospital; a home health care agency; primary care and walk-in urgent-care centers; Backus Physician Services; Community Medical Partners. Backus, based in Norwich, is the primary source of health care services for nearly 250,000 people.
- Opened System Services Office at One State Street in downtown Hartford as another step in growing and developing the system.
- Launched Hartford HealthCare Primary Care Network encompassing four primary and urgent-care groups: Hartford Medical Group, MidState Medical Group, Doctors of Central Connecticut and MedEast.
- Created interactive exhibit – The Hartford HealthCare Health Lab – at CT Science Center in downtown Hartford to create greater awareness of system and health care careers.
- Hartford Hospital, Windham Hospital, MidState Medical Center, The Hospital of Central Connecticut, VNA HealthCare and Central Connecticut Senior Health Services (including Jerome Home, Southington Care and Arbor Rose) received (2011) Health Care Hero awards from Hartford Business Journal for work in reducing readmissions for heart-failure patients.
- Hundreds of HHC physicians named Connecticut Magazine’s top doctors and Best Doctors® for 2012.
- Received Net Revenue Innovation Award at 2012 MedAssets Healthcare Business Summit in Las Vegas. Award is presented to an organization that demonstrates exceptional early adoption of new technology and solutions that led to improvement in net revenue in 2011.
- Established HHC system-wide Making a Difference Award for teams and individuals to recognize collaboration across system.
- Realized $25 million in cost reduction through HHC Thrive system-wide effort to strengthen and prepare HHC for the future.

**Clinical Lab Partners**
- Opened new patient service center in Newtown.
- Established new business with PriMed ($1.2 million per year), Stonington Institute Rehab Center ($700,000), Hill Health ($2 million) and Dr. Denis Bouboulis asthma and immunology practice ($500,000).
- Signed agreement to provide services to Cornell Scott-Hill Health Center, which provides medical, behavioral health and dental services to more than 33,000 patients annually.
- Completed first year of H3W with work groups generating more than 1,000 ideas; more than 50 project teams formed; 95 percent of staff involved.
- Employee survey response up to 71 percent from 35 percent.
- Implemented two new automated tools to improve quality of transportation for lab specimens: mobile scanners that allow scanning and tracking of specimens from points of origin to intended destinations and software optimizing route for couriers to use resources more effectively.
- Invested in technology to upgrade system for pathologist licensing and software to support $500,000 worth of business from Hartford Specialists.
- Implemented HIT testing.
- Implemented Platelet Factor 4 IgG Antibodies testing at CLP Core Lab in Newington in support of Hartford Hospital. Test is highly specific for detection of heparin-induced platelet antibodies and enables patients to remain on low-cost, rather than high-cost, therapy.
- Implemented Antithrombin III testing at the CLP Core Lab in support of newly established ExtraCorporeal Membrane Oxygenation program at Connecticut Children’s Medical Center.
- More than 10 additional tests were implemented at the Core CLP Laboratory, including deamidated gliadin IgA and IgG, beta-2 glycoprotein IgA, IgG and IgM, and whole blood lead.
A Year of System-Wide Accomplishments

**Hartford Hospital**

- Achieved highest-ever overall patient satisfaction top box scores (69.3 percent) – moved from 18th to 52nd percentile.
- The strongest years for philanthropic results since the 150th anniversary campaign closed in 2001, with nearly $17 million raised in gifts and new pledges.
- Achieved 4.9% operating margin.
- Hartford Hospital volume grew by 700 admissions (2 percent) in FY 2012 while Connecticut market declined 2 percent.
- Named among top 100 hospitals in the United States by Health-Grades, a leading provider of comprehensive information on physicians and hospitals.
- Opened expanded Emergency Department – with 26 new treatment spaces.
- Realized $25 million in cost reduction through HHC Thrive system-wide effort to strengthen and prepare HHC for the future.
- Received $15 million appropriation for the expansion of the hospital’s Center for Education, Simulation & Innovation (CESI) from the Connecticut Department of Economic Development, further strengthening Hartford Hospital's position as an international leader.
- Instituted a caregiver identification program assigning distinct colored uniforms for all staff with patient contact supported by a new dress code and professional image policy.
- Successfully recruited nationally renowned Dr. Robert Hagberg from Beth Israel Deaconess Medical Center/Harvard Medical School as new Chief of Cardiovascular Surgery at Hartford Hospital, elevating our well-respected program and expanding our portfolio of cardiac surgical procedures.
- Hartford Hospital provided turnaround management services at Charter Oak Health Center, successfully implementing corrective actions required by the state Department of Public Health.
- Transplant program successfully completed the Centers for Medicare & Medicaid Services-mandated Systems Improvement Agreement, performing first liver transplant after an eight-month hiatus and bringing transplant volume to above pre-hiatus levels.
- Achieved a 36 percent reduction in ventilator-associated pneumonias in 2012, resulting in additional lives saved and shortening length of stay.
- Sustained best practice levels in both bloodstream infections and patient fall prevention.
- Decreased total number of deaths from cardiac arrest by overall 57 percent since 2007 with enhanced focus on early recognition and intervention of at-risk patients.
- Surpassed 7,200 total H3W Work group ideas generated and 2,984 ideas implemented.
- Held topping-off ceremony for construction of $40-million staff parking garage on Hudson Street – adding 1,250 parking spaces to campus by January 2013.
- Developing six-bed level IV Epilepsy Center on Center 11, positioning hospital as select provider of comprehensive epilepsy services for central and eastern Connecticut.
- Established new ambulatory satellite in Avon – HH Family Health Center – featuring walk-in center and multiple specialists – resulting in a year over year 53 percent increase in primary care visits in Avon.
- Re-launched Enfield Family Health Center – providing walk-in, urgent care seven days a week, as well as increased access to primary care and surgical consultations.
- Moved Sleep Disorder Center from hospital to Wethersfield to provide comprehensive services in a convenient setting.
- Henry Low Heart Center Department of Cardiac Surgery moved to new suite in Medical Office Building to build exposure to cardiac program.
- Recognized by U.S. News & World Report as one of best U.S. hospitals. Ranked No. 1 in Hartford metro area and rated high performing in diabetes and endocrinology, gynecology, orthopedics and urology.
- For sixth consecutive year, named one of nation’s Most Wired hospitals by Hospitals & Health Networks, journal of the American
Hospital Association. Most Wired hospitals show better outcomes in patient satisfaction, risk-adjusted mortality rates and other key quality measures.

- Named one of 263 medical facilities nationwide to earn HealthGrades’ "Distinguished Hospital for Clinical Excellence" distinction in 2012.
- Awarded Neurosciences Excellence Award™, Neurosurgery Excellence Award™ and Stroke Care Excellence Award™ for 2012 by HealthGrades.
- Received The Joint Commission’s Gold Seal of Approval™ for Spine and Joint Center programs. Only hospital in the Northeast to hold certifications from The Joint Commission for joint replacements of hip, knee and shoulder as well as certification for spine surgery.
- Helen and Harry Gray Cancer Center successfully competed for two-year extension of National Cancer Institute’s Community Cancer Centers Program (extends through June 30, 2014).
- Women’s Services recertified for second time as Baby Friendly from UNICEF and World Health Organization.
- CARES (Child and Adolescent Rapid Emergency Stabilization) unit at Institute of Living received score of 100 percent in family satisfaction and overall patient satisfaction score of 97 percent on the survey item: “I was treated with courtesy and respect by the hospital staff.”
- Israel’s Emergency Medical System (Magen David Adom) selected Center for Education, Simulation and Innovation as mini-fellowship training site for in-air medical transport.
- Helen & Harry Gray Cancer Center selected to join The Cancer Genome Atlas, a comprehensive effort to accelerate understanding of the molecular basis of cancer through application of genome analysis technologies.
- Selected as Center of Excellence for the Sense® X Robotic Catheter System by Hansen Medical Inc., a global leader in flexible robotics.
- Unveiled state-of-the-art digital mammography unit in June 2012 to offer women throughout Hartford region the most-advanced breast screening available.

- On Feb. 27, six patients received the gift of life – from a single donor. The heart, liver and single-kidney transplantations were performed simultaneously at Hartford Hospital, and three additional transplantations (lungs, pancreas and kidney) were performed elsewhere.
- First in region to offer patients who may not be healthy enough for open heart surgery an alternative with transfemoral delivery of the Edwards SAPIEN transcatheter aortic heart valve (TAVR).
- Dr. Joseph Wagner, director of robotic surgery program, performed hospital’s 5,000th robotic surgery Feb. 2.
- Hospital team became first in state to perform single-incision, robot-assisted gallbladder surgery.
- First hospital in area to use Solitaire™ FR device, new method of treating stroke.
- Team of Hartford Hospital surgeons and gastroenterologists completed first endoscopic surgery in Connecticut to reduce size of connection between small stomach pouch and small intestine, allowing patients to lose weight regained after gastric bypass surgery.
- Received commitment of $5 million for The Tallwood Urological and Kidney Institute to offer urological and kidney care with improved sub-specializations.
- Received $2 million bequest for Community Access to Care Fund.
- Institute of Living received $4.2 million from patient estate.
- Hartford Hospital is only one in Connecticut to be designated a Bariatric Surgery Center of Excellence by both the American Society of Metabolic and Bariatric Surgery (ASMBS) and the American College of Surgeons (ACS).
- Awarded prestigious “Hartford Blooms Award,” recognizing hospital’s work to create outstanding green spaces and landscaping to beautify city.
- Heart-transplant patient Colby Salerno spent 166 days at hospital before getting transplant and going home. His blog “Life on the Tenth Floor” and his situation and transplant garnered significant media attention nationwide.
A Year of System-Wide Accomplishments

**Hartford HealthCare Rehabilitation Network**
- Implemented new management and/or consultative contracts for rehabilitation with Carteret General Hospital in North Carolina, Southington Care Center, The Hospital of Central Connecticut (HOCC) and Hospital for Special Care. Also collaborated with VNA HealthCare to integrate HOCC home care therapists.
- Jefferson House staff received survey results of 100 percent in excellent category for quality of physical therapy and occupational services.

**Hartford Hospital Rehabilitation Network**
- Opened 15th outpatient clinic, a collaborative initiative with The Hartt School of the University of Hartford.
- Opened concussion clinic to serve area’s student athletes.
- Relocated Manchester clinic to larger, newly renovated facility; renovated Windsor and Granby locations.
- Outpatient clinics received three-year accreditation from the Commission on Accreditation of Rehabilitation Facilities.
- Received full risk-sharing incentive from ConnectiCare for reaching patient satisfaction, outcome and efficiency targets for 2011 in pay-for-performance program.
- Outpatient scheduling and electronic medical records implemented in all Hartford Hospital/Eastern Rehabilitation Network locations.
- Provided clinical affiliations for 18 students.

**Windham Hospital Rehabilitation Network**
- Promoted Windham Hospital as Center of Excellence for Orthopedics at symposium featuring clinical updates.
- Reactivated student program.

**The Hospital of Central Connecticut Rehabilitation Network**
- Transitioned occupational health services to hospital-owned practice to better serve system’s needs. Rehabilitation staff transitioned to become employees of The Hospital of Central Connecticut.
- Reorganized clinics and reallocated staff to meet growing patient demand.

**Hartford Specialists**
- Opened doors in Avon offering urology, breast surgery, general surgery, bariatrics and podiatry services.
- Welcomed Windham Surgical Group and Surgical Associates of Windham to expand access to care in Windham.

**Hartford Medical Group**
- Expanded primary care service in Avon, Enfield, Wethersfield, West Hartford and Hebron.
- Added cardiology group in Willimantic and endocrinology services at West Hartford location.
- National Committee for Quality Assurance awarded Patient Centered Medical Home Level 3 Recognition to Hartford Medical Group locations Avon 44, Coventry Internal Medicine and Windham Internal Medicine, bringing total to 12 locations.
- In October 2012, opened Hartford HealthCare’s first Employee Health and Wellness Center on the Hartford Hospital campus to provide urgent and primary care services to HHC employees.

**MidState Medical Center**
- Opened second MediQuick Urgent Care location in Cheshire.
- Renovated Palladino Family Cancer Center; added new auxiliary boutique and integrative therapy room.
- Formed five-year clinical affiliation with Quinnipiac University’s new medical school, enabling medical students to complete clinical rotations at MidState.
- Introduced procedure to help prevent cancer from developing in patients with Barrett’s esophagus – Halo ablation, a form of heat therapy in which intense heat waves burn lining of esophagus and eliminate precancerous cells.
- Designed NICHE (Nursing Improving Care for Healthsystem Elders) hospital, joining hospitals across nation dedicated to
improving quality of care for older patients.
- Received American Heart Association/American Stroke Association’s Get With The Guidelines®-Stroke Silver Plus Quality Achievement Award.
- Palladino Family Cancer Center recognized with the Outstanding Achievement Award by American College of Surgeons Commission on Cancer (CoC).
- Hospital named Company of the Year for Exceptional Commitment to the Holiday Program by the United Way of Meriden and Wallingford.
- For third consecutive year, MidState named one of the nation’s Most Wired hospitals by Hospitals & Health Networks, the journal of the American Hospital Association.
- MidState’s Mediquick received Urgent Care designation from Urgent Care Association of America.

Central Connecticut Health Alliance
The Hospital of Central Connecticut
- Family Enrichment Center opened in new location on hospital’s New Britain General campus, improving access to care.
- Doctors of Central Connecticut primary care and cardiology offices opened in Southington.
- As part of comprehensive effort to become highly reliable organization and reduce incidents of preventable harm, held training for leaders and community physicians and then all staff on creating a culture of safety and encouraging error-prevention behaviors.
- Recognized for excellence in lactation care by International Board of Lactation Consultant Examiners® and International Lactation Consultant Association. HOCC is one of two Connecticut hospitals to receive the award.
- Cancer Center granted three-year accreditation with commendation by the Commission on Cancer of the American College of Surgeons.
- American Heart Association and American Stroke Association recognized Stroke Center through Target: Stroke, a national quality campaign aimed at ensuring hospitals provide TPA within 60 minutes of patient arrival.
- Stroke Center received Silver Plus Performance Achievement Award through participation in Get With The Guidelines®, an American Heart Association/American Stroke Association quality program.
- Joslin Diabetes Center Affiliate received score of excellent on annual assessment by national Joslin Diabetes Center. Affiliate scored 98 out of 100 points in administrative and operational standards/finance, communications, marketing, staffing and clinical care/education.
- All Heart Cardiac Rehabilitation Program at Bradley Memorial and New Britain General campuses received three-year certification by the American Association of Cardiovascular and Pulmonary Rehabilitation.
- HOCC designated an Aetna Institute of Quality® Bariatric Surgery Facility.
- Comprehensive Breast Center recognized by National Consortium of Breast Centers Inc. as Certified Quality Breast Center through its National Quality Measures for Breast Centers™ Program. Center is one of 18 Certified Quality Breast centers in the United States and the only one in Connecticut
- HOCC one of two Connecticut hospitals participating in American Joint Replacement Registry, national organization aiming to improve patient outcomes through data collection on all primary and revision total joint replacement procedures in the United States.

Alliance Occupational Health, part of the Central Connecticut Health Alliance, received 2011 Provider Excellence Award from Network Synergy Group, a national physical therapy management company.

The Orchards at Southington received Green Circle Award from Connecticut Department of Energy and Environmental Protection for outstanding achievements in promoting pollution prevention, waste reduction, natural resource conservation and environmental awareness.

Mulberry Gardens of Southington received Connecticut Assisted Living Association’s 2011 Best Practice Award for staff recruitment and retention.
A Year of System-Wide Accomplishments

**Soutthington Care Center and Jerome Home** achieved five-star ratings from the Centers for Medicare and Medicaid Services quality rating system.

**Natchaug Hospital**
- Opened new Young Adult Program for men and women aged 18 to 25 who are struggling due to mental illness, occupational or educational problems, relationship issues, family conflict, addictions or other influences that interfere with day-to-day functioning.
- Relocated Quinebaug adult partial hospitalization, intensive outpatient treatment and outpatient detoxification programs to larger, handicap-accessible facility in Dayville. Quinebaug program is one of Natchaug Hospital’s four adult ambulatory programs.
- Responded to community need for behavioral health services for adolescents by expanding Joshua Center Shoreline program in Old Saybrook, increasing admissions capacity for youth ages 11 through 21 by 50 percent through the conversion of 1,700 square feet into program space.
- Launched Pervasive Developmental Disorder, Autism Spectrum support program for families, including parents, siblings and individuals with PDD diagnosis.
- Received accreditation from The Joint Commission for meeting national standards in health care quality and safety – accreditation awarded in Behavior Health Care and Hospitals.
- Serving as the site for Connecticut’s participation in the Centers for Medicare & Medicaid Services (CMS) Medicaid Emergency Psychiatric Demonstration. Connecticut is one of 11 states and the District of Columbia selected for participation in the demonstration, which came about as part of the Affordable Care Act. Natchaug is the only nongovernmental psychiatric hospital in Connecticut that delivers services to the full range of Medicaid recipients.

**Rushford**
- Recognized by State Department of Mental Health and Addictions for meeting best practice standards for supported employment services.
- Recognized by Community Foundation of Middlesex County, Council of Business Partners, for anti-bullying programs in Middletown schools and community.
- “10 in 10” Campaign (increase life expectancy of persons with serious mental illness by 10 years over the next 10 years): Achieved a 93 percent rate of Rushford clients with serious mental illness who are connected with a primary care provider in the community.
- Graduated first Addictions Medicine Fellow in March.

**VNA HealthCare**
- Hospice program continued string of 20 consecutive months with 100 percent of families reporting they would recommend VNA HealthCare Hospice to others.
- Awarded $501,000 Community Investment Grant from United Way of Central & Northeastern Connecticut to support home health care, independent living, Meals on Wheels services and Nurturing Families program.
- Central Connecticut offices in New Britain, Plainville and Cheshire consolidated into new Central Region Office at 300 Queen Street in Southington.
- Vice President of Human Resources Fred Lauria presented with Lifetime Achievement Award from Capital Workforce Partners in recognition of many years of service to the organization and efforts to promote workforce development of allied health and paraprofessionals in the Greater Hartford area.
- Independent Living Services received 2012 Community Partner of the Year Award from Goodwill Industries for Meals on Wheels Program, which celebrated 50th anniversary.
- Developed new care transition role and garnered significant grant support in partnership with Jefferson House to assist seniors in moving through the continuum of care and helping...
prevent hospital readmissions.

• Created online education system, VNAHC University, to deliver training and continuing education to employees.

• Developed and received external funding for a new nurse immersion program in which unemployed or new graduate nurses receive extensive education and clinical training to prepare them to transition to working in the home care environment.

Windham Community Memorial Hospital

• Lt. Governor Nancy Wyman, Senate President Donald E. Williams Jr., Congressman Joe Courtney, and other state and local dignitaries participated in groundbreaking for new $8.4 million, 30,000-square-foot family health center. Facility to house various hospital services and dozens of primary care physicians, medical oncologists, physical therapists and rehabilitators, laboratory workers, orthopaedic surgeons and general surgeons.

• Partnered with Clinical Laboratory Partners (CLP) to create network of lab stations at medical group offices to improve patient access and satisfaction.

• Reorganized and expanded cardiology team.

• Recruited physicians in orthopaedics, obstetrics and gynecology, rheumatology, gastroenterology, general surgery, hospitalist medicine, oncology, pathology, psychiatry, radiology, family medicine, and emergency medicine and added several mid-level practitioners to local offices.

• Contracted with Natchaug Hospital to provide daily psychiatric consultation services.

• Participated in a comprehensive Community Health Needs Assessment in 2012 as member of Windham Consortium, a partnership of health care agencies in northeastern Connecticut.

• Launched iPhone app for ED wait times; posted times on internet and intranet sites.

• Enhanced and expanded social media reach.

• Created Vanderman Awards to recognize achievements of project teams working to improve hospital’s ability to serve the community.

• Breast Care Center recognized by National Accreditation Program for Breast Centers. Accreditation ensures patients have access to state-of-the-art services; quality breast care close to home; information about ongoing clinical trials and new treatment options; and a multidisciplinary team approach.

• As a result of an H3W suggestion, instituted free valet parking at Atrium entrance, providing convenient curbside access to the hospital.

• President and CEO Stephen W. Larcen, PhD appointed as member and co-chair of the Connecticut Legislature’s Medical Efficiency Advisory Committee.

• Meals to the Home program celebrated 15th anniversary with 94 percent of clients giving program high marks.

• Received $101,597 grant from U.S. Department of Health and Human Services to implement electronic health record system at two Windham school-based health clinics serving nearly 470 students with more than 2,200 visits annually.

• Implemented Allscripts Sunrise Acute Care software to integrate patient and ambulatory care through a single electronic medical record.

• Became one of first community hospitals in Connecticut to use cutting-edge, MRI-guided technology to enhance detection and treatment of prostate cancer. High-tech imaging (DynaCAD) and biopsy (DynaTRIM) program is most comprehensive and least-invasive method of analyzing and staging prostate tumors.

• Physicians among first in eastern Connecticut to use revolutionary, minimally invasive outpatient procedure – Balloon Sinuplasty – to reverse effects of chronic sinus disease and other sinus conditions.

• Hospital Foundation received $25,000 grant from First Niagara Foundation to help support maternity and women’s health services.

• Received $100,000 from The Jeffrey P. Ossen Family Foundation for Cancer Navigation Program. Foundation also provided $25,000 to continue funding Windham Hospital’s yearly Cancer Survivors’ Day program.
Connecting with our Communities

Building healthier communities involves more than helping the sick. It also involves reaching out to help people enhance the overall quality of their lives.

“That’s why all of the Hartford HealthCare partner affiliates are such integral members of their hometown communities,” said Yvette Melendez, vice president of Government and Community Alliances for Hartford HealthCare and Hartford Hospital. “All of the Hartford HealthCare organizations are dedicated to enhancing the quality of life for community residents, and helping people live healthier, happier lives.”

Hartford Healthcare affiliates care for everyone in need, regardless of their ability to pay. In addition, HHC affiliates provide a wide assortment of community programs focused on preventing illness, educating people on various health topics, and investing in the services that impact the lives of people in our communities. Our entities are also committed to research, and to the education and training of health care professionals.

“Research and training advance the knowledge and skills of our medical professionals. But the community as a whole benefits as well. Investing in research and training helps to ensure the people in the communities we serve have access to the highly skilled health care professionals, along with access to the latest and most advanced treatments,” Melendez said.

HHC affiliates provide a wide range of programs and services to community residents of all ages and income levels, including support groups, education and training for students pursuing health care careers, continuing education for health care professionals, free lectures, screenings and workshops on health care topics, health fairs, and sponsorships of other community programs and activities organized by unaffiliated non-profit organizations within our own communities, who are also helping our patients.

In addition, HHC entities spend millions of dollars each year helping to pay for care of patients with limited financial means. Many HHC patients are on Medicare, Medicaid and other federal assistance programs. The government reimbursements for these programs often falls short of the actual cost of providing that care, so hospitals must absorb the shortfall. Hospitals must also absorb the cost of care for patients who are unable or unwilling to pay their bills, and who decline to apply for financial assistance. The amount the hospitals absorb in these instances is also considered a community benefit.
Last year, the hospitals within Hartford HealthCare provided approximately $150 million dollars in community benefit services, directly touching thousands of people.

Because non-profit agencies don’t pay taxes, hospitals are required by the federal government to report how much they spend each year on community benefit activities. Yet the commitment of Hartford HealthCare members to support their community predates the federal reporting requirement.

“All of our organizations have long, proud histories of supporting their communities that often date back to the days when they first opened their doors,” Melendez said. “Caring for our communities has always been part of our mission, and we will continue to do so indefinitely.”

**Defining and Refining H3W**

H3W—How Hartford HealthCare Works—continues to evolve throughout the organization. Nearly every affiliate has implemented H3W, with rollouts planned later this year for Central Connecticut Senior Health Services and the System Support Office, as well as other HHC entities as they launch or join the system.

And for more than six months, a system-wide H3W council has been meeting, with representation from the various HHC partners. Their mission: to learn and share best practices that have developed through or as a result of H3W.

Efforts have also been underway to strengthen the connection between H3W and our Leadership Journey program, and to refine and redefine H3W as it takes becomes more deeply ingrained within Hartford HealthCare. Following is the new definition of H3W, which links six key elements with H3W Leadership behaviors, and reinforces its link with our system values:

**How Hartford HealthCare Works (H3W)** is a system-wide culture of service and innovation that depends on staff involvement in continuous improvement, transparent communications, recognition and authentic and humanistic leadership to ensure that we provide the best service to every customer every minute of every day.

**Elements of H3W**

**A Culture of Service** – We know our customers and make every effort to understand and exceed their needs and expectations.

**Staff-Wide Involvement** – Everyone is or will be engaged in continuous quality improvement and innovation. The people who do the work know best how workflow can be improved and we trust them to guide us in making changes that enable all of us to work smarter.

**Continuous Improvement** – The goal of everything we do is to provide the best customer experience to everyone we serve. Always striving for improvement, staff members collaborate in work groups to identify opportunities, brainstorm possible changes and innovations, implement solutions and reassess results. Customer feedback and measures on dashboards are among the tools available to guide the continuous improvement process. All of our efforts are marked by a willingness to learn and grow.

**Communication and Recognition** – Open, honest, transparent communication builds trust and enables us to work together as a team to create the ultimate customer experience. Staff members at all levels are encouraged to participate in the exchange of ideas. Our communication includes recognizing and celebrating the achievements of groups and individuals.
Key System Initiatives

**Authentic and Humanistic Behaviors** – Everyone understands and respects that people come to the organization from different backgrounds, experiences and perspectives. They encounter people and situations with curiosity, rather than judgment, seeking the best outcomes. Staff members provide ideas, energy, data and expertise. Facilitators provide insight, support and coaching. As needed, managers determine what improvement efforts should be undertaken and decide what resources should be dedicated.

This is **How Hartford HealthCare Works**. We do the right thing, the kind thing, the best thing and the safe thing every day.

**Taking the lead through leadership**

As you walk around Hartford HealthCare these days, it's common to see a little card poking out of people's pockets or tacked up near their desks. You might even see someone glancing at one during a conversation or meeting. It's likely these cards will become even more prevalent as time passes.

What's written on these cards is helping to change the future of Hartford HealthCare, as we work to develop strong and capable leaders. The cards contain the system's H3W leadership behaviors—the behaviors expected of each of us as we do our jobs and interact with other people, whether they are co-workers, people we supervise or just about anyone else we come into contact with. In addition, the cards urge readers to be accountable, with key questions to ask yourself every day as we strive to become more effective.

The cards are just one tool in Hartford HealthCare's Leadership Journey, and were developed by Mark Sasscer of LeadQuest, a nationally known expert in leadership, team development, and culture change. The Leadership Journey program helps participants grow, change and become more effective, and ultimately, will enhance and solidify the culture of the organization. The Leadership Journey program was rolled out here more than two years ago with senior leadership, and has been cascading throughout the system ever since. Last year, another 170 managers were trained, and 350 more began in October. The plans are to have another 600 start the program in March and April, with all managers receiving training by April 2013. After that the program will be rolled out to all employees, with 20 employees being trained internally to train the remaining workforce.

The decision to implement this Leadership Journey, including the leadership behaviors, came directly from Hartford HealthCare President and Chief Executive Officer Elliot Joseph.

"I underwent the H3W behavior training myself and believe it has incredible power to transform an organization's culture, which is what we're seeking to do in Hartford HealthCare," Joseph said. "These 10 behaviors bring our values to life and give us the tools to drive change and improvement across HHC."

The Leadership Journey retreats also provide participants with additional opportunities.

"Through the retreats we learn to think differently about teach other and our work." said Marcia Haytaian, HHC vice president of leadership and organizational development.

"Leadership is at the foundation of taking us where we want to go to achieve our vision. We are learning individually and collectively. The card is a simple tool that reminds people of the behaviors we expected of all us, based on our values. The
cards also help people to actually live those values and behaviors and incorporate them into their day-to-day interactions.”

The leadership development program within Hartford HealthCare continues to grow, expand and emerge. Managers from various HHC entities are enthusiastically embracing the recently developed internal curriculum for managers, which offers classes on topics ranging from moving from staff to management to financial basics. The curriculum continues to evolve, and there is now a system orientation for leaders.

Engaging with our physicians and developing physician leaders is another critical component of leadership and organizational development. Physicians continue to eagerly participate in Hartford HealthCare’s Physician Leadership Development Institute, with new physician classes forming annually.

**H3W Leadership Behaviors**

- Be in the moment
- Be authentic and humanistic
- Volunteer discretionary effort constantly
- Model high performance-desired behaviors that drive desired results
- Respect and leverage separate realities
- Be curious vs. judgmental
- Look in the mirror first: be accountable
- Have courageous conversations
- Provide timely, clear and specific performance expectations and feedback
- Teach coach and mentor: spend at least half of your time developing others

*Remember: It’s about progress, not perfection!*

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**Flourishing and Thriving**

To thrive means to be prosperous and successful, and is consistent with the Hartford HealthCare vision of becoming nationally respected for excellence in patient care, and most trusted for personalized coordinated care.

That’s why HHC Thrive is such an important initiative. It’s designed to help create a dynamic health care system focused on excellence in patient care as well as overall efficiency. HHC Thrive is also designed to supplement and work hand-in-hand with H3W—the operating model now in use by nearly every Hartford HealthCare partner.

Thrive is an ongoing initiative, but much progress has been made already by a variety of teams working across the system. The Purchased Services and Supplies team has already implemented more than $11 million across the system. The Pharmacy team implemented $400,000 in savings in June alone, with a focus on reducing waste and adopting best practices across the system. Additional savings have been realized in areas ranging from elevator maintenance and service contacts to reducing use of plastic items.

But the benefits go beyond cost savings, with a direct and significant impact on quality and patient care. Last year, as part of Thrive, Hartford Hospital became one of the few medical centers in the northeast to adopt a new blood coagulation analysis technology. Thromboelastography is used during transplants and major cardiac surgeries, and provides the surgical team with real-time information about a patient’s blood clotting mechanisms during and after surgery. The technology provides patients an added margin of safety and has helped to dramatically reduce the use of the blood and blood components. It has resulted in a $50,000 monthly reduction in the cost for blood products as compared with last year.
Key System Initiatives

The benefits, however, are more profound. Those involved with the project say it has resulted in unprecedented collaboration and cooperation among the various personnel involved with the process as they strive to provide the most individualized care for each patient based on their unique blood clotting mechanisms. This sort of result, which ultimately improves patient care, and the patient experience, is what Thrive is all about.

Communication: The Key to Strong Connection

As Hartford HealthCare grows and evolves, communication is critical to building and strengthening our connections. We have many audiences to connect with—patients and their families, potential patients, physicians, and our more nearly 17,000 fellow employees throughout Hartford HealthCare.

Several strategic initiatives within our system, including H3W and Leadership Journey, are providing system-wide venues, tools and opportunities to communicate and connect with each other. Network News, the monthly system newsletter distributed to all employees, entered its second year of publication in April, and has become a vital venue for sharing information about our system, organizations, accomplishments and initiatives. We have just launched a Network News readership survey to solicit feedback and help us in our efforts to continuously improve our communication.

Other system-wide communications ventures are under way. Once a month, an issue of the Sunday Hartford Courant is enveloped in a special section focusing exclusively on programs, events and activities within various Hartford HealthCare facilities.

“Regularly publishing this section in the state’s largest newspaper gives the public exposure to the many wonderful offerings of our various Hartford HealthCare partners,” said James Blazar, HHC senior vice president and chief strategy officer. “However the benefits extend beyond driving attendance and response to the events listed within. This special section gives the public a chance to see the breadth and depth of Hartford HealthCare. It also provides people with a variety of ways to make that important first step of connecting with us.”

This special section also promotes 1-800-DOCTORS, a toll-free number that people can call if they are looking to find a physician. Callers from any area within Connecticut, except for Fairfield County, will be referred to a physician within Hartford HealthCare that meets their search criteria. Connecting patients with our physicians helps to satisfy a critical health care need, and also helps strengthen our physician partnerships. Another way patients can find our affiliated physicians is with our new DocFinderNE app for iPhones, iPads and Droids. This app gives people a quick and easy
way to search for a physician by specialty, location, name or hospital affiliation. And talk about an easy connection, the patient just has to tap the physician’s phone number to dial it. Hartford HealthCare’s recent partnership with and participation in iTriage should foster and facilitate similar connections. iTriage provides users with a plethora of health tools, including symptom and disease management information, as well as location of treatment facilities, including those within Hartford HealthCare. It is another valuable asset to help us connect patients with the information, facilities, and providers they seek.

We have also launched a system-wide campaign to promote our primary physicians, affiliated and employed. Primary care providers are the most common contact most people have with health care systems overall. We have great primary care physicians throughout Hartford HealthCare and we want to help them be successful by helping them connect with patients.
## Hartford HealthCare Operating Margin

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*Preliminary, not audited **Does not include Backus
Hartford HealthCare Strategic Framework:
Our Structure for Success

Mission
To improve the health and healing of the people and communities we serve.

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

Values
Integrity  Caring  Excellence  Safety

5 Year Strategies
Coordinate care through clinical integration | Grow the system | Provide value | Maximize value and system alignment through our “Geared Model”
### Hartford HealthCare 2012 Balanced Scorecard  
**September 2012**

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

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<th>Five Year Strategy</th>
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<td><strong>Provide Value</strong></td>
<td>1. Improve quality and safety through concerted effort to reduce harm.</td>
<td>Complete assessment of the incidence of patient harm utilizing high reliability methodology; reduce incidence of patient harm through increased hand hygiene compliance.</td>
<td>Assessment completed by November 2012 for all acute care hospitals; demonstrated 90% or greater compliance with hand hygiene (acute care units and emergency departments August/September 2012).</td>
<td>Rocco Orlando, MD</td>
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<td>2. Improve the quality, costs and care management of the HHC-sponsored group health plans provided to our eligible employees and their covered dependents.</td>
<td>Achieve a medical claims inflation rate (trend factor) two points below the national medical inflation benchmark set by a third party actuary.</td>
<td>By September 30, 2013.</td>
<td>Tracy Church</td>
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<td>3. Utilize HHC Thrive to achieve expense reduction and lower the HHC cost structure.</td>
<td>Implement annual savings utilizing HHC Thrive performance improvement plans.</td>
<td>Identify and implement annualized savings of $25M.</td>
<td>Jeffrey Flaks</td>
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<td>4. Plan in place to achieve key Centers for Medicare &amp; Medicaid Services (CMS) performance indicators for Value Based Purchasing (VBP).</td>
<td>Complete discharge instructions given to patients with primary diagnosis of heart failure; Foley catheters removed on patients under the surgical SCIP identified population; Hospital Consumer Assessment of Health Care Providers (HCAHPS) overall patient experience increase at each of the four acute care providers.</td>
<td>As measured by last quarter of fiscal year: Complete discharge instructions (92%); Foley catheters removed post operative (97%); patient experience increase at each of the four acute care providers (MidState 74; THOCC, 68; Hartford 71; Windham 67).</td>
<td>Rocco Orlando, MD</td>
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<td><strong>Coordinate Care</strong></td>
<td>5. Develop a Clinical Integration organization to accept payment reform including accountable care.</td>
<td>Creation of a Clinical Integration organization that includes 1,100 physician members and has at least one (1) contract that manages population health.</td>
<td>Achieved by September 2013.</td>
<td>Thomas Marchozzi Rocco Orlando, MD</td>
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<td>6. Establish care management analytics and HHC Health Information Exchange (HIE) within Primary Care practices to manage population health.</td>
<td>All HHC-owned primary care practices connected to the HHC HIE; and 2 non-owned primary care practices.</td>
<td>Achieved by September, 2013.</td>
<td>Rocco Orlando, MD Luis Taveras</td>
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<td>7. Establish the HHC Cancer Network.</td>
<td>Organizational structure identified and affiliation decision complete.</td>
<td>Organizational structure identified by March 2013; and affiliation decision by June 2013.</td>
<td>Lucille Janatka</td>
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<td>8. Develop and implement a coordinated system-wide strategy to support Community Benefit.</td>
<td>Complete a system-wide community benefit study, identify community outreach opportunities, and establish standardized reporting tools.</td>
<td>Complete by September 2013.</td>
<td>Clarence Silvia</td>
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<td><strong>Maximize the Geared Model</strong></td>
<td>9. Deepen system-wide culture of How Hartford HealthCare Works through integrating H3W processes, leadership behaviors and core values.</td>
<td>Improve targeted feedback scores by .06 on the questions associated with Employee Commitment and Communication as measured through a pulse survey.</td>
<td>Attain overall employee commitment score from 4.03 to 4.09.</td>
<td>Tracy Church</td>
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<td>10. Implement PeopleSoft technology to more effectively manage finance, human resources, and supply chain.</td>
<td>• Complete Release 0: Prepare the organization per the Project Work Plan. • Complete Release 1: Design Phase as specified in the Project Work Plan. • Release 1: Construct Phase project is in the final testing phase. • Complete Release 2: Training for core project team.</td>
<td>Complete by September 2013.</td>
<td>Tracy Church Luis Taveras</td>
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<td><strong>Grow the System</strong></td>
<td>11. Implement the HHC/Backus Integration Plan (&quot;Pending Regulatory Approval&quot;).</td>
<td>Achieve first year cost savings.</td>
<td>Prorated first year cost savings to be identified and implemented by year end closing of 9/30/13 if transaction is completed this fiscal year.</td>
<td>Thomas Marchozzi</td>
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<td>12. Grow volume and number of attributed lives.</td>
<td>Defined attributed lives and associated five-year growth targets with education plan to HHC members; and increased volume and market share for inpatient, ambulatory surgery and non-acute services.</td>
<td>Attributed lives identified and education plan executed by March 2013; achieve growth as follows: inpatient (exceed market growth), outpatient surgery (increase volume 5%), non-acute services (increase volume 7%).</td>
<td>James Blazar</td>
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<td>13. Identify and initiate potential affiliation partners.</td>
<td>Two letters of intent (LOI) completed for additional affiliation in either Network Member or Strategic Alliance categories.</td>
<td>Signed by September 2013.</td>
<td>James Blazar</td>
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<td>14. Implement a system-wide strategy to develop our ambulatory markets and support population health management.</td>
<td>Identify and develop ambulatory satellites within targeted geographic areas, including a coordinated system-wide development and management structure.</td>
<td>Ambulatory plan in place by November 2012; with two satellites operational and two under development by September 2013.</td>
<td>James Blazar</td>
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