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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Welcome to our annual State of the System.

This event brings us together to build stronger connections with our colleagues and to focus on how we can work more closely as a team to achieve our vision “to be nationally recognized for excellence in patient care and most trusted for personalized coordinated care.”

Our goals for this event are to understand the importance of building a strong system, to review our accomplishments for the past year and to thoughtfully look ahead to what we need to do to create an exceptional patient experience — an experience valued by patients and their families for the smooth, seamless transition of high-quality, innovative care from one venue to another.

Our industry faces a number of challenges, including a struggling economy that has led to reduced demand for health care. We also are in the midst of the transformation of health care in the United States. With health care reform, health care organizations will be held more accountable for patient outcomes, and our focus must change from volume to quality. Additionally, as patients are asked to pay out of their own pockets for more of their health care, we must lower our costs and continue to improve our quality.

The good news is that Hartford HealthCare is facing today and the future with a strong foundation. We’ve set strategic goals, instituted a new governance model, implemented common system values, established quality councils, initiated system-wide purchasing to realize economies of scale, continue to roll out H3W to improve processes … and the list goes on.

The bottom line is that all our accomplishments and all our planning are focused on one thing: the patient experience. That’s why we’re here, and we are determined to provide an exceptional experience for every patient who walks through any of our doors. It’s up to us and our patients should expect no less.

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

Total revenue*: $1.8 billion
Employees: 15,000
Inpatient discharges (including Natchaug Hospital): 78,125
Inpatient days (including Natchaug Hospital): 388,745
Emergency Department visits: 296,124
Research, Total Revenue: $14 million
Community Benefit (FY 10): $133 million

80 Seymour Street
Hartford, CT 06106
860.545.5000
hartfordhospital.org
CEO: Jeffrey Flaks
Licensed bed capacity: 867
Discharges including newborns: 40,674
Patient days including newborns: 223,555
ED Visits: 95,567
Births: 3,760
Inpatient Surgeries: 11,828
Ambulatory Surgeries: 20,955
Employees: 6,167
FTEs: 5,237
Physicians: 1,172
Volunteers: 1,155
Residents/Fellows: 517
Research Revenue: $14 million
Operating Revenue*: $956 million
Community Benefit (FY 10): $83 million

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
CEO: Clarence J. Silvia
Licensed bed capacity: 446
Discharges including newborns: 20,546
Patient days including newborns: 83,137
ED Visits: 109,054
Births: 1,683
Inpatient Surgeries: 3,964
Ambulatory Surgeries: 8,049
Employees: 2,778
FTEs: 2,172
Physicians: 549
Volunteers: 432
Residents/Fellows: 53
Research Revenue: $241,876
Operating Revenue*: $392 million
Community Benefit (FY 10): $14.4 million

*Draft, Preliminary, Non-audited
MidState Medical Center
435 Lewis Avenue
Meriden, CT 06451
203.694.8200
midstatemedical.org
CEO: Lucille Janatka
Licensed bed capacity: 156
Discharges including newborns: 10,235
Patient days including newborns: 44,604
ED Visits: 57,282
Births: 1,016
Inpatient Surgeries: 2,438
Ambulatory Surgeries: 5,878
Employees: 1,294
FTEs: 1,019
Physicians: 389
Volunteers: 278
Operating Revenue*: $211 million
Community Benefit (FY 10): $14.4 million

Windham Hospital
112 Mansfield Avenue
Willimantic, CT 06226
860.456.9116
windhamhospital.org
Interim CEO: Steve Larcen, PhD
Licensed bed capacity: 130
Discharges including newborns: 4,736
Patient days including newborns: 20,013
ED Visits: 34,221
Births: 394
Inpatient Surgeries: 1,292
Ambulatory Surgeries: 2,742
Employees: 805
FTEs: 605
Physicians: 188
Volunteers: 242
Operating Revenue*: $89 million
Community Benefit (FY 10): $7.7 million

Natchaug Hospital
189 Storrs Road
Mansfield Center, CT 06250
860.456.1311 or
1.800.426.7792
natchaug.org
CEO: Stephen Larcen, PhD
Inpatient admissions: 1,934
Inpatient days: 17,436
Residential admissions: 20
Residential days: 4,590
PHP visits: 18,976
IOP visits: 28,454
OP visits: 3,964
Employees: 573
Volunteers: 17
Operating Revenue*: $43 million
Community Benefit (FY 10): $2.2 million

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

200 Retreat Avenue
Hartford CT 06106
860.545.7646
hartfordmedicalgroup.com
CEO: Kent Stahl, MD
Offices: 15
Physicians: 53
Midlevel providers: 27
Primary care patients: 60,000
Visits: 220,000
Operating Revenue*: $23 million
Provider of primary care, urgent care, sports, occupational and specialty medicine.

100 Grand Street

Doctors of Central Connecticut
A Hartford HealthCare Partner
New Britain, CT 06050
doccs.com
Offices: 4
Physicians: 12
Midlevel providers: 2
Primary care patients: 7,500
Visits: 22,600
Provider of primary care in offices throughout Central Connecticut and the Farmington Valley.

98 Main Street, 3rd Floor
Southington, CT 06489
(203) 694-8203
midstatemedicalgroup.org
Practice Administrators:
Cassandra Crowal, Surgeons & Specialists
Cherie Kerzner, Primary Care Services
Offices: 11
Physicians: 26
Midlevel providers: 8
Primary care patients: 8,500
Visits: 41,000
Operating Revenue*: $6.3 million
Provider of primary, walk-in and specialized medical care, and surgical specialties including general, orthopedics, bariatric, vascular, and thoracic.

883 Paddock Avenue
Meriden CT 06450
1.800.542.4791
rushford.org
CEO: Jeff Walter
Treatment of addiction services in adults and adolescents, as well as drug prevention and youth development.
Employees: 449
Residential admissions: 2,382
Residential days: 31,411
PHP visits: 2,563
IOP visits: 26,370
OP visits: 45,407
FTEs: 342
Employees: 449
Operating Revenue*: $28 million
Community Benefit (FY 10): $11 million

*Draft, Preliminary, Non-audited
129 Patricia M. Genova Dr.
Newington, CT 06111
1.800.286.9800
cpct.com
CEO: James E. Fantus
Commercial patients: 1.3 million
Hospital patients: 700,000
Tests: 10 million
Employees: 850+
Physician customers: 3,500
Operating revenue*: $95 million
Locations: 85+
Full Service Labs: 5

181 Patricia M. Genova Dr.
Newington CT 06111
860.696.2500
easternrehab.net
CEO: Rita Parisi
Patient care visits: 500,000
Managed locations: 65+
Employees: 400
Full-time students: 21
Operating Revenue*: $13 million
Provides physical rehabilitation services of physical therapy, occupational therapy, speech language pathology and athletic training services across the continuum and in community settings.

103 Woodland Street
Hartford, CT 06105
860.249.4862
vnahcalthcare.org
CEO: Ellen Rothberg
Traditional home care visits: 241,511
Hospice visits: 31,610
Independent living services: 202,202 hours
Meals on Wheels deliveries: 144,176
Flu & Pneumonia shots: 12,002
Employees: 700
Volunteers: 285
Operating revenue*: $43.8 million
Not-for-profit home care agency with branch offices in Cheshire, Enfield, Glastonbury, Hartford, Southbury, Waterbury and Windsor Locks.

45 Meriden Avenue
Southington, CT 06489
860.378.1225
ctseniorncare.org
CEO: Ellen Rothberg
Skilled Nursing Beds: 220
Apartments: 278
Employees: 764
Volunteers: 225
Operating Revenue*: $27.6 million
Senior club program: 6000+ 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

*Draft, Preliminary, Non-audited
Hartford HealthCare Satellite Locations

[Map of Hartford HealthCare Satellite Locations]
Hartford HealthCare Service Area
Ramani Ayer, Chair of the Board, is the retired chairman and CEO of The Hartford, one of 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, MD, 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 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 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, 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. He is past president of the Meriden, Wallingford and Cheshire Dental Association for which 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 15,000 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; a 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.
John S. Manning was a founder, as well as president and CEO, of First City Bank in New Britain. He also served as a business consultant to Webster Bank, president and CEO of Farmington Valley Savings and Loan Association and senior vice president of New Britain Bank & Trust Company. Mr. Manning is chairman of the board of directors of the Central Connecticut Health Alliance Inc. and The Hospital of Central Connecticut and is vice chairman and trustee of Jerome Home/Arbor Rose. He also is a director and former president of Shuttle Meadow Country Club in New Britain. Mr. Manning serves as director emeritus of the New Britain Museum of American Art and formerly served as director of the Boys’ & Girls’ Club of New Britain, chairman of the New Britain YMCA Trustees, trustee of the New Britain Institute, director and treasurer of the Central Connecticut State University Foundation and director of the Visiting Nurse Association of New Britain. He also formerly served as director of the Herald Publishing Company, president of the Connecticut Community Bankers Association and director of Banker’s Bank Northeast.

Lawrence M. McGoldrick is a founder and former chairman, president and CEO of Castle Bank and Trust Company. His previous positions include director of Residential Lending, Private Bank with the Bank of Boston; and vice president, Direct Lending Division and vice president, Secondary Marketing with Merrill Lynch Mortgage Corporation. Mr. McGoldrick previously served as director and chairman of the board of MidState Medical Center. He is a member of the Distribution Committee for the CUNO Foundation, director of Girls Inc. in Meriden and director of the Connecticut Community Bankers Association and serves on the advisory board for the Conference of State Bank Supervisors. He chaired the board of the Meriden Economic Development Corporation for nine years and served as director, trustee and board chair for the Greater Meriden YMCA. He also is on the advisory board for the Conference of State Bank Supervisors and is former director of the New Britain Chamber of Commerce and the Municipal Economic Development Agency. Mr. McGoldrick is a graduate of the National Trust School, Northwestern University/American Bankers Association and attended the University of Connecticut and American Institute of Banking.

Didier Michaud-Daniel is president of Otis Elevator Company. Mr. Michaud-Daniel has held several leadership positions with Otis, including president of Otis’ United Kingdom and Central Europe Area with responsibility for the UK, Ireland, Germany and other Central European countries; and managing director, Otis United Kingdom and Ireland. He also served Otis for 20 years in France. He is a graduate of the Ecole Superieure de Commerce with a degree in business management and is a management graduate of INSEAD, one of the world’s leading and largest business schools with campuses in France, Singapore and Abu Dhabi.

Elsa M. Núñez, PhD, 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 PhD in linguistics at Rutgers University.
Steven C. Preston is president and chief executive officer of Oakleaf Global Holdings, which he joined in 2009. He previously served as secretary of the U.S. Department of Housing and Urban Development (HUD), where he implemented significant housing legislation to mitigate foreclosures and successfully completed a 200-day plan to improve access to mortgage capital following the financial crisis. While at HUD, he was a member of the Financial Stability Oversight Board for the $700 billion Troubled Asset Relief Program (TARP) and served on the Federal Housing Finance Administration Board, which regulates Fannie Mae and Freddie Mac. Prior to joining HUD, Mr. Preston served as the administrator of the Small Business Administration (SBA). Following his tenure there, the SBA was named the most improved of 31 major federal agencies in the Best Places to Work Survey. He also previously served as executive vice president of The Servicemaster Company, where he also served as chief financial officer. Mr. Preston is chairman of the Board of Visitors at the Weinberg College of Arts and Sciences at Northwestern University and serves on the board of trustees for Wheaton College. He is a member of the boards of the Retail Industry Leaders Association and the Urban Land Institute Terwilliger Center for Workforce Housing. He is a senior advisor to New Mountain Capital, a private equity firm with $9 billion under management and recently served on the Connecticut Commission on Educational Achievement. Mr. Preston graduated with Highest Distinction and Phi Beta Kappa from Northwestern University with a bachelor’s degree in political science and received an MBA from the University of Chicago’s Graduate School of Business. He also studied at the Ludwig-Maximilians-Universitat in Munich, Germany.

William H. 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. He 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 chief executive officer of the Girl Scouts of Connecticut. She is former president and CEO of Smith & Associates LLC, a company specializing in management consulting, strategic planning and executive coaching. Former deputy commissioner for the State of Connecticut’s Department of Economic and Community Development, she was president and CEO of BerkleyCare Network and vice president of W.R. Berkley Corporation. Ms. Turner 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. Ms. Turner also held a number of management positions at Travelers Insurance. She serves on the central board of Achievement First and is a board member of the Greater Hartford Arts Council. She 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 is 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 is a member of the university’s African National Congress Partnership with South Africa. Ms. Turner is a published poet, Ms. Turner is a graduate of Union College in Schenectady, N.Y. and received her master’s degree from Fairfield University.
Hartford HealthCare Organizational Chart

This chart shows only those positions with responsibilities for system-wide integration and coordination.

* Matrix relationship to Hartford Hospital CEO for Hartford Hospital issues
A Year of System-Wide Accomplishments

Hartford HealthCare

• Affiliated with the Central Connecticut Health Alliance (The Hospital of Central Connecticut, VNA of Central Connecticut, Central Connecticut Senior Health Services, the Doctors of Central Connecticut), expanding community access to care.
• Established HHC Board of Directors for more effective governance and resource management.
• Launched new logo and branding strategy to further unify the system.
• Established Leadership Development Institute.
• Implemented 1-800-DOCTORS to market system.
• Opened Central Scheduling call center in Newington, a ground-breaking step in coordination of patient care.
• Unified Information Technology Systems to more efficiently implement electronic medical records and other tools system-wide.
• Implemented system-wide procurement to reduce costs of supplies and services.
• Implemented system-wide quality measuring tools.
• Integrated VNA of Central Connecticut with VNA HealthCare to create one of state’s largest home care agencies.
• Consolidated Central Connecticut Sports Medicine and rehab at The Hospital of Central Connecticut with Eastern Rehabilitation Network.
• Continued system expansion and increased community access to care with facilities in Avon, Cheshire, South Windsor, Unionville, and West Hartford.
• Received favorable A ratings from three major bond rating services: Moody’s (A2), Standard & Poor’s (A) and Fitch (A), cementing HHC’s place as a financially solid, economic driver and affirming our future as a major, integrated health care delivery system that consistently puts patients first.
• More than 250 system physicians named among “top doctors” in the state.

Clinical Laboratory Partners

• Added five new patient service centers in 2011: Enfield, Farmington, Manchester, Storrs and Wethersfield.
• Relocated Norwalk, Wallingford, Waterbury and Windsor sites to medical buildings or other real estate with easier access for patients.
• Collaborating with QIAGEN Corp. to develop and implement prosequencing-based assays to detect and identify viral agents. Clinical Laboratory Partners selected as the first to assess performance of new sequencing technology that improves quality of results over traditional methodologies.
• Invested in Gene Expert, a new instrument that uses PCR-based technology to detect influenza virus, C. difficile and MRSA within hours, enabling hospitals and nursing homes to receive rapid results for infections that have infection-control requirements.
• Core lab commended by College of American Pathologists for commitment and exceeding laboratory requirements.
• Implemented iPad with CLPCONNECT, the clinician’s portal, enabling easy access to ordering lab tests and viewing results.

Eastern Rehabilitation Network

• Opened 15th outpatient clinic at The Hartt School of the University of Hartford as part of a strategy to further develop relationships with the university.
• Relocated Manchester clinic to a larger, newly renovated space.
• Relocated Enfield clinic to new HHC building; upgraded Granby clinic.
• Achieved 97.7 top box satisfaction with staff; 96 percent would recommend Eastern Rehabilitation Network; 95.7 percent satisfied with facilities.
• Established rehabilitation care plans for continuum with four diagnostic categories: stroke, spine, congestive heart failure and COPD.
• Exceeded budgeted volume for outpatients by 6 percent for Hartford Hospital.
• Initiated concussion clinic for student athletes.
• Expanded athletic trainer services for Granby High School.
• Expanded specialty services at Hartford Hospital for cancer, women’s health and pain management.
A Year of System-Wide Accomplishments

Hartford Hospital

- More than 6,000 staff members participating in H3W, generating 5,000 ideas with 1,500 implemented so far.
- Continued HH2020 upgrades with chapel renovation and groundbreaking for 440,000-square-foot parking garage and fitness center. New operating room is operational, construction of Emergency Department addition has begun.
- Dialysis unit reported to have among the lowest mortality rates in the nation, placing the unit among the top 11 percent in the country.
- Patient satisfaction scores (HCAHPS) up to 67.8 percent, an all-time high.
- Sustained best practice levels in bloodstream infection prevention.
- Achieved top-decile performance in preventing pressure ulcers in 69 percent of patient care areas.
- Achieved 35 percent of discharges by 11 a.m. At the beginning of FY 2010, only 9 percent of patients were discharged by 11 a.m.
- Achieved beginning more than 80 percent of 40,000 annual surgeries on time.
- Named among “Most Wired” hospitals in the United States for fifth consecutive year.
- Received the HealthGrades 2011 Emergency Medicine Excellence Award.
- LifeStar selected as recipient of Association of Air Medical Services Program of the Year for 2011.
- Received American Stroke Association’s Get With The Guidelines Stroke Gold Plus Achievement Award.
- Surgical Weight Loss Center named Bariatric Surgery Center of Excellence by the American Society for Metabolic and Bariatric Surgery.
- 112 physicians named as top doctors by U.S. News & World Report.
- Ranked number one in the Hartford area in U.S. News & World Report’s first-ever Best Hospitals Metro Area rankings.
- Implemented hospital-wide “Make a Difference” training; 96 percent of staff trained on living the system values.
- Opened Eye Surgery Center in Newington, increasing volumes dramatically.
- Established central scheduling for cardiology.
- Use of Center for Education, Simulation and Innovation (CESI) up 86 percent from FY 2010 with more than 3,300 personnel trained from within and outside the system.
- CESI re-accredited by American College of Surgeons and nationally recognized as a Center of Excellence by the Laerdal Corporation.
- Celebrated 40 years of transplant program, 10 years for stroke program.
- One of first in country to implant new Medtronic Protecta cardiac defibrillator, just three days after FDA approval.
- First in country to receive daVinci SI simulator.
- Supply cost-management initiative saved more than $4 million in fiscal year.
- Black and Red gala raised record $637,000, largest in 20-year history by 40 percent.

Hartford Medical Group

- Certified as level-three Patient-Centered-Medical Home (PCMH), the highest recognition by the National Committee for Quality Assurance. PCMH is a team-based model of care led by a personal physician who provides continuous and coordinated care throughout a patient’s life.
- Expanded to 15 offices, 53 physicians and 27 mid-level practitioners with 220,000 visits per year and 60,000 primary care patients.
- Added 16 new physicians and 10 mid-level practitioners.
- Opened new offices in Enfield and Avon; construction begun for South Windsor office.
- Trained 48 Hartford Medical Group employees and 41 Hartford HealthCare employees in lean process improvement with total of 220 Hartford Medical Group and 73 Hartford HealthCare staff members trained.
- Trained 12 residents and eight advanced practice registered nurses and physician assistants.
- Aligned strategies with the Doctors of Central Connecticut and MidState Medical Group.
• Promoted urgent care, primary care, and occupational and sports medicine.
• Implemented stronger patient-focused marketing, including patient education (classes, newspaper articles, newsletters, print ads, radio), community involvement (community grand openings) and physician relations.

MidState Medical Center
• Palladino Family Cancer Center recognized with the Outstanding Achievement Award by the American College of Surgeons Commission on Cancer. The cancer center is one of only 90 programs to receive the recognition this year and among only 17 percent of cancer programs nationally to receive the award.
• Received gold level of prestigious Mass Excellence Award, Massachusetts' only statewide Baldrige-based organizational assessment.
• Named Blue Distinction® Center for Spine Surgery, a national designation awarded by Blue Cross and Blue Shield companies to medical facilities that have demonstrated expertise in delivering quality health care in the areas of bariatric surgery, cardiac care, complex and rare cancers, knee and hip replacement, spine surgery and transplants.
• Named one of “Most Wired” hospitals in the nation for the second consecutive year.
• Stroke Center recognized with the American Heart Association’s 2010 Get with the Guidelines® Program Award.
• Press Ganey scores for the month of August show MidState ranked as best hospital in the state.
• Improved HCAHPS year-to-date composite percentile to 66, up five points from July year-to-date score of 61.

Central Connecticut Health Alliance
The Hospital of Central Connecticut
• Honored by Connecticut General Assembly for Mothers Offering Mothers Support Program's nurturing young families in the community for 25 years.
• Granted three-year accreditation with commendation for Cancer Center by the Commission on Cancer of the American College of Surgeons.
• Opened Sleep Disorders Center satellite office in Southington.
• Metabolic Services, including bariatrics and Joslin Diabetes Center, expanded access to care with new office space in Farmington.
• Recognized by the National Consortium of Breast Centers as a certified participant of the National Quality Measures for Breast Centers™ Program.
• Bradley Memorial All Heart Cardiac Rehabilitation Program received three-year certification by the American Association of Cardiovascular and Pulmonary Rehabilitation.
• Bariatrics designated an Aetna Institute of Quality® Bariatric Surgery Facility and a Center of Excellence® by the American Society for Metabolic & Bariatric Surgery and accredited as a Level 1 facility by the Bariatric Surgery Center Network Accreditation Program of the American College of Surgeons.
• Laboratories received accreditation from the College of American Pathologists.
• 28 physicians named as top doctors by U.S. News & World Report.

Doctors of Central Connecticut
• Completed renaming/rebranding of Hospital of Central Connecticut Primary Care practices into Doctors of Central Connecticut.
• Added primary care physicians.
• Opened new offices in Unionville.

Jerome Home and Mulberry Gardens
• Jerome Home and Mulberry Gardens received The Hartford Courant/Fox Connecticut Top Workplaces 2011 award.
• Mulberry Gardens’ Harmony Place named program of distinction by the Alzheimer’s Foundation of American Excellence in Care for dementia.
A Year of System-Wide Accomplishments

**Natchaug**
- Partnered with Lawrence & Memorial to oversee Lawrence & Memorial’s behavioral health programs.
- Participated in online Core Measure Solution Exchange, hosted by The Joint Commission, to share story of significant improvement with hospital-based inpatient psychiatric services.
- Natchaug’s nine special education schools earned the maximum five-year approval after undergoing review by the Connecticut Department of Education.
- Summer School served 75 percent more students in 2011 than 2010.
- Joshua Center opened in Old Saybrook to provide clinical day treatment, special education, partial hospitalization and intensive outpatient treatment programs for youth in grades 7 to 12 living in the 12-town region of Greater Essex/Old Saybrook.
- Received appreciation award from UConn Counseling & Mental Health Services.
- Received favorable comments from The Joint Commission after intensive audit of hospital programs.
- Achieved 80 percent growth at Care Plus Program in Groton.
- With area businesses, Clinical Day Treatment Special Education Program launched vocation skills program in Norwich and Danielson.

**Rushford**
- Chief medical officer appointed to the Substance Abuse and Mental Health Services Administration Pharmacotherapy Expert Consensus Panel.
- Implemented best practice approach for treating clients with severe and persistent mental illness, resulting in 53 percent reduction in unnecessary admissions to MidState Medical Center’s Emergency Department.
- Participated in the Center for Disease Control Prescription Pain Pill Overdose Project.
- Expanded number of youth and families receiving prevention and wellness service by nearly 25 percent in 2011.
- Began admitting clients to Rushford at Stonegate, Connecticut’s first short-term residential addiction program for teen-age males.
- President and CEO serves as vice chairman of the board of directors of the National Council for Community Behavioral Healthcare.
- Medical director of Addiction Services named one of Greater Hartford’s Top Psychiatrists by Hartford Magazine for four consecutive years.
- Increased cash balance by reducing bad debt expenses by more than $1 million and reducing outstanding account receivables by more than 17 days.
- Began providing one-year Addiction Fellowship that meets clinical requirements of the American Board of Addiction Medicine.

**VNA HealthCare**
- Published annual “Clinical and Patient Satisfaction Outcomes Report,” highlighting the success of the innovative Readmission Avoidance Program.
- Achieved outstanding results for patients on the agency’s telemonitor program, with readmissions at 17 percent versus the state average of 32 percent.
- Expanded geographic coverage to include Hamden and Simsbury.
- Introduced the use of the ZOE Fluid Status Monitor for bioimpedence monitoring for patients with heart failure.
- Engaged in formalized congestive heart failure and pulmonary collaboratives with Hartford HealthCare hospitals and 16 skilled nursing facilities (SNFs), implementing a custom-designed SNF/patient transition scorecard to evaluate capabilities and performance.
- Launched a highly successful Geriatric Care Management Program, offering a concierge-level of private duty services to seniors and their adult children.
- Hospice program grew by 15 percent in year-over-year comparison with FY 2010.
- Completed Referral Source Satisfaction survey that saw an increase in overall satisfaction from 93 percent to 97 percent from previous audit.
**Windham Hospital**

- More than 650 staff members participating in H3W, generating more than 1,300 ideas with approximately 60 active project teams.
- Broke ground on $8.5 million Medical Office Building to extend community access to primary and specialty care.
- Received Joint Commission reaccreditation.
- Improved Emergency Department wait times under 30 minutes to 85 percent.
- Improved Press Ganey scores in Emergency Department to 99 percent.
- Implemented iPhone app, texting and online applications for Emergency Department wait time.
- Accelerated Hartford HealthCare’s extension of sub-specialty care to local communities with specialized treatment.
- Increased patient satisfaction rating over past three quarters from a low of 60 percent of patients rating the hospital a 9 or 10 for the period of September through December 2010 to 74.5 percent of patients rating the hospital 9 or 10 for the period of June through August 2011.
- Paramedic program achieved 100 percent of paramedics certified for critical care transports. All attended the University of Maryland Baltimore Critical Care Emergency Medical Transport Program (CCEMTP).
- Program of Radiologic Technology graduated seven students in June. The new radiologic technologists passed the American Registry of Radiologic Technologists (AART) certification exam with an average score of 92 percent.
- Received three-year American College of Radiology accreditation for adult and pediatric PET/CT, along with accreditation for nuclear medicine.
- Recognized by the American Association for Respiratory Care (AARC) as a Quality Respiratory Care institution — one of approximately 700 hospitals nationwide to be cited by the AARC.
- Honored by the American Diabetes Association for excellence in diabetes education.
- CT scanning facility procured software upgrade to reduce radiation dose to each patient by up to 40 percent while maintaining quality images.
Key System Initiatives

Adding new tools for building quality

Through its membership in Premier health alliance, Hartford HealthCare is obtaining tools that will help to improve clinical quality, system-wide.

“Few things can compare with the importance of doing everything within our power to ensure that our patients receive the highest quality care, in every interaction with our system,” said Rocco Orlando III, MD, Hartford HealthCare’s senior vice president and chief medical officer. “These tools will help us assess where we are, identify opportunities for enhancements and improvements, and ultimately help us to achieve this vision.”

Premier’s informatics tools that we are implementing include:

QualityAdvisor, which uses a data-driven approach to measure quality and analyze performance to achieve sustainable change. The system analyzes outcomes and compares them against the nation’s largest healthcare comparative database. By benchmarking facility outcomes with those of external peers, we will be able to see how we rank in the market. This tool also helps easily identify opportunities for improvement, drills down to root causes for outcomes, tracks performance improvement initiatives and allows us to assess efficiency of care.

Quality Measure Reporter, a single source for analysis, reporting and submission of core measure data. The tool supports multiple national and state quality initiatives, including those from The Centers for Medicare and Medicaid Services and Joint Commission.

SafetySurveillor, to help improve infection prevention efforts and reduce costs associated with hospital acquired infections. By integrating patient, laboratory and pharmacy data it will help manage and eliminate infections by issuing safety alerts. It will also offer analyses and reports.

Performance Improvement Portal, a dynamic online information library that provides a forum for sharing clinical and financial best practice tools from the nation’s top performing hospitals.

QUEST (Quality, Efficiency, Safety with Transparency). This program seeks to develop the next generation of quality, safety and cost metrics with consistency and standardization. The goal is to move into the top performance threshold in five key areas: patient experience, mortality ratio, cost of care, evidence-based care and harm avoidance.

Leading the way by developing leaders

Strong and capable leaders are critical as Hartford HealthCare grows and attempts to fulfill its mission. To that end, the System has launched a multifaceted leadership development program designed to help managers learn, grow, and become more effective.

“The focus is on developing leaders by instituting broad learning,” said Marcia Haytaian, HHC director of leadership and organizational development. “Every staff member is important, but our success depends on developing leaders, because ultimately, they guide the organization and help the staff to develop and grow.”

Recently, Hartford HealthCare developed a curriculum for managers, which now features 14 internal class offerings on topics that include setting goals, moving from staff to management, managing meetings, and financial basics. In addition, a system orientation for leaders was recently launched and is offered on a quarterly basis. Leaders are able to hear directly from the senior leaders from across the system.

“It’s designed to orient leaders to the functions, as well as the vision, of the Hartford HealthCare system,” Haytaian said. She stressed, however, another important benefit. “It’s also about pulling folks together to get to know each other,” she said. The resulting relationships lead to enhanced collaboration and cooperation, which are key to the organization’s success.

One of the most exciting facets of leadership development involves work with Mark Sasscer, a nationally known expert in leadership development, team development and culture change. The program started here last year with top system leaders, and was recently rolled out to another 150 leaders.
within the organization. Participants attend retreats, are the subject of surveys about their leadership styles and behaviors, and are mentored and coached throughout the program, which includes a focus on leadership behavior expectations for the H3W process. The program helps participants determine how to grow and change to become more effective, how to help their teams become more successful, and ultimately, how to enhance the culture of the organization. As progress is made, the process is rolled out to more participants, with the eventual goal of including all 15,000 Hartford HealthCare employees. "Starting in 2012, leaders will be evaluated on their leadership skills," Haytaian said. "Not just what you do and the results you get, but how you achieve those results."

Developing strong physician leaders is another critical component of leadership and organizational development. Hartford HealthCare’s Physician Leadership Development Institute was created last year with input from system physicians on what they needed to help them develop those vital leadership skills. Demand was high, with more than 70 physicians applying for the 33 class spots. The class met over a 10-month period to learn about topics including finance, negotiation skills, planning and marketing, and quality, to name a few. Each physician participant will also work on a project and will be mentored by senior leaders. New classes will be formed annually.

To ensure that System values are integrated into the culture and fabric of the organization, and that employees embrace and understand those values, new employees are now introduced to the values during orientation. Adherence to system values will also be part of performance appraisals moving forward. In addition, the concepts of living the values, and connecting with purpose, are the foundation of a system-wide employee recognition program now in its formative stages.

And to support the organizational pillar of having an engaged workforce, employees throughout Hartford HealthCare will soon be surveyed to see how they view our system, and to identify areas of challenge and opportunity. This survey will create a baseline for us to evaluate our progress going forward.

**H3W: How Hartford HealthCare works. And is working better.**

Three work groups from Windham Hospital were recently honored with the hospital’s prestigious Vanderman Award for projects that improve patient and customer service. All three projects are the result of Windham Hospital’s first year of implementing H3W, and demonstrate the profound effects that H3W — How Hartford HealthCare works — can have on our health care system.

A team from Windham’s plant operations and maintenance took the hospital’s annual Vanderman Award for developing a rescue system for small spaces that uses a hoist and meets regulatory standards. A diagnostic imaging team was recognized for creating an exam ordering guide for each imaging modality. And a team from the 4Shea nursing unit was honored for improving the process surrounding change-of-shift nursing reports.

“The phenomenal work that all the different work groups accomplished was evidenced by their team effort and incredible initiatives,” said Cary Trantalis, Windham’s vice president of operations. “The depth and variety of work clearly show the success of H3W during its first year.”

Throughout Hartford HealthCare, organizations are utilizing H3W to help achieve the system vision of excellence. MidState Medical Center
was the first to employ the model, starting in 1993, and has continued it without a break since that time. “Over the years it has involved hundreds of employees in projects to improve work in their own work setting, has generated millions of dollars of cost savings, and has been emulated in numerous other organizations, both in and out of health care,” said Gary Burke, MidState’s director of strategic organization development. Hartford Hospital has been using H3W for three years with similar positive results. Recently completing the initial rollout are Natchaug Hospital and Clinical Laboratory Partners, whose work groups just completed their second month of meetings. Both Rushford and The Hospital of Central Connecticut launched H3W this month, and are starting the preliminary discovery and design phases.

It couldn’t come at a better time for The Hospital of Central Connecticut, President and CEO Clarence Silvia said. As HOCC deploys H3W, it will integrate its efforts to become a high-reliability organization — work that involves implementing scientific tactics to minimize safety risks. These tactics have proven their value in other hospitals, and come from high-risk industries such as nuclear power and commercial aviation, which have outstanding safety records and where mistakes have catastrophic consequences. “This is the most important work we have ever undertaken,” Silvia said. “Nothing is more critical to our success than ensuring that everything we do is safe for our patients. We are excited and energized by these efforts.”

H3W has three phases — discovery, during which leaders and issues are identified; design, in which the steering and development committees are formed; and deployment, in which idea teams are established, work groups are formed, and facilitators guide the process. The goal is to have every employee, in every department and on every shift, participate in a work group. H3W will continue indefinitely, to meet the ongoing pursuit of excellence, and will be woven into Hartford HealthCare’s cultural fabric.

Jamie Roche, MD, vice president of patient safety and quality at Hartford Hospital, explained it this way: “Every employee is a member of a work group — the team closest to the workflow in every department and every patient care unit. It is within this team that new ideas sit waiting to be aired, questions lie waiting to be answered, and challenges remain waiting to be addressed.”

Every work group has a leader who convenes the monthly work group meeting, assisted by a full-time trained facilitator. Work group meetings have a standard agenda that includes communication, performance dashboard review, idea generation, and rewards and recognition.

“The work group meeting is our moment of truth,” Roche said. “Through engaged staff, we can not only achieve superior results but also avoid being distracted by the issues of the day.”

Rolling out H3W across the organizations within Hartford HealthCare will have benefits far beyond those experienced by individual entities. By using a common operating model and methodology, institutions and employees across the system will be working in sync, and in tandem, to achieve the Hartford HealthCare vision of excellence.

“H3W is not a program. It is our operating model, and the journey will take years,” Roche said. “The changes that occur will root out variation and improve outcomes across all of the pillars on our balanced scorecards. We are providing an environment that will allow us to bring out the best in our staff, and allow us to achieve the highest standards of care across our system, ultimately putting Hartford HealthCare in a class by itself.”
The IT Connection: Working as One

To become the health care system of the future, Hartford HealthCare needs IT systems of the future. IT will continue to play an increasing role in everything we do for our patients, physicians, employees and partner organizations, and will help us deliver the highest quality, safest care.

Last year, Hartford HealthCare created a unified ITS organization with one leadership team, one strategy and one mission: to provide responsive and cost-effective solutions to meet the information needs of Hartford HealthCare.

There are reasons we must work as one.

“If Hartford HealthCare is to be a true network of care, we must standardize our IT platforms and programs in our hospitals, physician offices, laboratories, home care services, behavioral health facilities, rehab facilities and long-term care settings,” said Luis Taveras, PhD, Hartford HealthCare’s senior vice president and chief information officer. “In other words, we need an IT infrastructure that enables us to operate like an integrated delivery system.”

ITS is now working on 15 system-wide integration projects, including consolidating HHC’s more than 10 data centers into two or three, standardizing IT applications, enabling physicians and patients to exchange information electronically, and implementing clinical systems that are an important part of helping us achieve our vision “to be nationally respected for excellence in patient care and most trusted for personalized coordinated care.” These systems include:

- The newly launched Central Scheduling and registration, which supports patient services and manages care — and improves the patient experience by facilitating appointments.

- In addition to coordinated, systematic care, information security and adherence to HIPAA are vital. We recently appointed a head of ITS security and established an Information Security organization to help ensure data protection. The HHC Information Security Steering Committee is responsible for executive governance, establishing enterprise-wide security policies and making ITS investment decisions. Our system compliance officer, along with other executives and the chief information officer are members.

- ITS also has implemented a service request and evaluation process to ensure we are investing in projects that have a real impact on our system. Major information technology projects must be supported with a business case and approved by an executive committee made up of the CEOs of HHC member organizations.

- We also plan to use technology to work more efficiently. Hartford HealthCare locations are spread throughout the state. Technology such as videoconferencing can eliminate the need to drive from one location to another for meetings.

- By implementing these systems, ITS will help transform Hartford HealthCare into a fully coordinated network of care where we truly function as a system with the patient at the center of everything we do.
Communication: A key to success

As Hartford HealthCare grows, it becomes increasingly important to regularly communicate with our nearly 15,000 employees. That’s why Network News was launched in April.

Published monthly, and sent to all Hartford HealthCare employees, Network News keeps employees informed about key system events, accomplishments and initiatives, and helps to build a shared sense of cohesiveness.

“Network News illustrates our commitment to enhance our communication with employees to keep them more aware of what’s going on throughout our system,” HHC President Elliot Joseph said. “This is another step in our progress toward building a connected, coordinated network of care and service for the people of our state and region.”

In addition to highlighting system-wide, and system member, initiatives and accomplishments, Network News provides a forum for sharing information about exciting new programs and new strategies for strengthening our network. It also provides a venue for discussing the challenges facing Hartford HealthCare and how we plan to manage them as a team.

“Our new family of logos visually unites us as a family of care providers,” Joseph explained. “The message behind our logo and our brand promise is ‘connecting with purpose’—to patients, communities and one another. This newsletter gives us another way to connect with our coworkers, which is vital to continuing our journey to achieving our vision: to be nationally recognized for excellence in patient care and most trusted for personalized coordinated care. If we know one another better, understand our path forward together and are focused on the same purpose, there is no doubt in my mind that we will be successful in building the first truly integrated healthcare system in Connecticut that is known statewide, regionally and nationally for excellence in patient care and community service.”

Edited by Pamela Cretella of MidState Medical Center and designed by Karen DeFelice of The Hospital of Central Connecticut, Network News is a collaborative effort of various system members, overseen by the Hartford HealthCare Communications sub-committee. The subcommittee includes representation from the various Hartford HealthCare partners, and all members are invited to submit information each month.
Caring for our Community: A vital part of our mission

Every day, thousands of Connecticut residents turn to Hartford HealthCare to meet their health care needs. Yet there are many other ways that Hartford HealthCare addresses the needs of our communities.

“The helping hands of Hartford HealthCare reach out to touch people in so many important ways,” said Yvette Melendez, vice president of government and community alliances for Hartford HealthCare. “In addition to providing care for the needy, our system offers everything from graduate medical education programs to educate the physicians of the future to programs that offer guidance and assistance for needy young mothers and families.”

Last year, the hospitals within Hartford HealthCare provided more than $108 million dollars in community benefit services, directly touching more than 80,000 people.

“Each of our hospitals, our home health care, our behavioral health services, is part of the fabric of the communities in which they reside,” Melendez said. “Our efforts in enhancing the health of those communities — and the people within them — are consistent with the values of HHC.”

There are strict federal criteria for what constitutes a community benefit. These initiatives must generate low or negative margin; respond to the needs of special populations, such as the poor, frail elderly, disabled or chronically mentally ill; respond to public health needs or provide services that otherwise are likely to be discontinued; or involve education or research that improves overall community health. Programs must provide treatment, promote health and healing in response to identified community needs, and must not be activities with a marketing or community relations purpose. They must also seek to achieve at least one community benefit objective, such as improving access to health services, enhancing or advancing knowledge and/or relieving or reducing governmental burden.

These criteria fit well with Hartford HealthCare’s mission to provide compassionate care, to be leaders in healthcare policy and catalysts for improving the communities we serve.

Although there is an IRS mandate that we now report our community benefit to maintain our status as tax-exempt organizations, there are reasons to document this contribution beyond regulatory requirements. “It’s important to share the extent of our contributions to the health and welfare of our broader community, to let people know our firm commitment to respond to the unmet needs of our communities, and demonstrate our stewardship of the system’s resources,” Melendez said.

Community benefit reporters from hospitals throughout the system have been meeting regularly to ensure consistent reporting; to share thoughts, ideas and strategies; and to look for opportunities for collaboration. To ensure that community benefit programs meet the documented needs of the community as we move forward, each hospital will undertake a community health needs assessment, generally in partnership with other community agencies. Additional next steps include developing a system-wide community benefit plan and implementation strategy.

“We are looking forward to continuing our work together — as a system — to help our communities become better, healthier places,” Melendez said.
Hartford HealthCare Operating Margin

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<tr>
<td>Operating Margin</td>
<td>($3,064)</td>
<td>$10,456</td>
<td>$18,142</td>
<td>$48,888</td>
<td>$60,619</td>
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<tr>
<td>Total Revenues</td>
<td>$1,211,271</td>
<td>$1,291,493</td>
<td>$1,426,491</td>
<td>$1,946,914</td>
<td>$2,025,630</td>
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(0.2%) 0.8% 1.3% 2.5% 3.0%
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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

Pillars
Quality & Safety • Coordinated Care • Engaged People • Strategic Growth • Academic & Research Excellence • Financial Strength

5 Year Strategies
- Maximize value & system alignment through our "Geared Model"
- Achieve clinical integration with physician partnerships
- Differentiate through excellence in clinical care & service
- Grow the system
- Establish a sustainable cost structure

Balanced Scorecard Initiatives
- Deploying system-wide H3W processes & leadership principles
- Identifying optimal use of Bradley campus to serve broader HHC community
- Implementing the HHC Integration Plan with HOCC
- Developing organizational structure with our physicians to achieve clinical integration
- Developing mutually-beneficial opportunities to serve our communities in primary care partnerships including Pro Health & others
- Improving performance on four specific quality measures through clinical collaborative(s)
- Achieving expense reduction of $25 million
- Improving transition of care to a post hospital care provider
Hartford HealthCare 2012 Balanced Scorecard

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

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<tr>
<th>PILLAR</th>
<th>INITIATIVE</th>
<th>MEMBER CASCADE</th>
<th>SUPPORTING STRATEGY</th>
<th>MEASURE</th>
<th>TARGET</th>
<th>YTD RESULTS</th>
<th>ACCOUNTABILITY</th>
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<tbody>
<tr>
<td>QUALITY AND SAFETY</td>
<td>1. Improve performance on four specific quality measures through clinical</td>
<td>Yes</td>
<td>Differentiate through excellence in clinical care and</td>
<td>Reduce readmissions in heart failure</td>
<td>For each of these four measures:</td>
<td>Rocco Orlando, MD</td>
<td></td>
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<tr>
<td></td>
<td>collaborative(s).</td>
<td></td>
<td>service</td>
<td>Reduce readmissions in pneumonia</td>
<td>Achieve 8 of 16 targets, with at least a 50% improvement to target on</td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td>Reduce hospital acquired infections with a focus on urinary tract</td>
<td>all remaining 8 measures.</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td>infections</td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td>Improve overall top box HCAHPS score</td>
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Our patients expect excellence from us every day: the best possible results in a secure setting. We aspire to meet their expectations by achieving and sustaining optimal clinical quality and by reducing variation to deliver a consistent performance standard that the community can expect from the HHC brand.
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<th>PILLAR</th>
<th>INITIATIVE</th>
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<tr>
<td>COORDINATED CARE</td>
<td>2. Develop an organizational structure with our physicians to achieve Clinical Integration.</td>
<td>No</td>
<td>Achieve Clinical Integration with physician partnerships</td>
<td>Establish a legal structure for a physician network and achieve support.</td>
<td>Organizational structure approved by HHC Board, key leadership identified and infrastructure ready for operation 10/1/12.</td>
<td>Rocco Orlando, MD</td>
<td></td>
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<tr>
<td></td>
<td>3. Complete a pilot to have “real time” analytics to manage population health (plan, architecture, pilot)</td>
<td>No</td>
<td>Differentiate through excellence in clinical care and service</td>
<td>Project implementation based on identified milestones.</td>
<td>Complete installation of the “real time” analytics and pilot system by 9/30/2012.</td>
<td>Luis Taveras</td>
<td></td>
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<tr>
<td></td>
<td>4. Implement a unified approach to integrate Cancer Services system-wide.</td>
<td>Yes</td>
<td>Grow the system</td>
<td>Increase oncology market share for Inpatient and Ambulatory Surgery within the HHC service area.</td>
<td>Increased combined market share by at least 1% from FY11-12. (FY11 Baseline: 37.5%)</td>
<td>Lucille Janatka</td>
<td></td>
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<tr>
<td></td>
<td>5. Improve transition of care to a post Hospital care Provider</td>
<td>Yes</td>
<td>Differentiate through excellence in clinical care and service</td>
<td>Percent post acute care providers sent standardized discharge data sets within 24 hours of discharges</td>
<td>Achieve established targets in 3 of 4 hospitals</td>
<td>Rocco Orlando, MD</td>
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## Hartford HealthCare 2012 Balanced Scorecard

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<tr>
<td><strong>ENGAGED PEOPLE</strong></td>
<td>6. Deploy system-wide H5W processes and leadership principles.</td>
<td>Yes</td>
<td>Maximize value and system alignment through our “Geared Model”</td>
<td>a) H5W design work completed and work group meetings held</td>
<td>a) MOCC and Rushford, and either VNAHC or HHC Primary Care sites completed, with design work initiated at other organization</td>
<td></td>
<td>Tracy Church</td>
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<td></td>
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<td></td>
<td>b) Conduct (initial) survey at all member affiliates and introduce related processes by 9/30/12.</td>
<td></td>
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<td></td>
<td>7. Implement a structure to effectively manage care of HHC employees and dependents</td>
<td>No</td>
<td>Establish a sustainable cost structure</td>
<td>Improve care management of chronic diseases and increase primary care utilization as measured by decreasing emergency department visits.</td>
<td>Reduce number of emergency department visits by HHC employees and dependents by 5% (year over year based on data through July 31*)</td>
<td></td>
<td>Tracy Church</td>
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<tr>
<td>PILLAR</td>
<td>INITIATIVE</td>
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<tr>
<td>STRATEGIC GROWTH</td>
<td>8. Identify optimal use of Bradley campus to serve broader HHC community.</td>
<td>No</td>
<td>Maximize value and system alignment through our “Geared Model”.</td>
<td>Development of an approved business plan approved by HHC Board</td>
<td>Approved business plan by 9/30/2012.</td>
<td></td>
<td>Clarence Silva</td>
</tr>
<tr>
<td></td>
<td>9. Develop mutually beneficial opportunities to serve our communities in primary care partnership including Pro Health and others.</td>
<td>No</td>
<td>Achieve Clinical Integration with physician partnerships</td>
<td>Develop a strategic relationship with ProHealth or other significant primary care physician groups that furthers the HHC vision.</td>
<td>Signed Memorandum of Understanding (MOU) for an exclusive relationship with ProHealth or other significant primary care practice by 9/30/12.</td>
<td></td>
<td>Elliot Joseph</td>
</tr>
<tr>
<td></td>
<td>10. Grow volume throughout the HHC service area.</td>
<td>Yes</td>
<td>Grow the system</td>
<td>Increase inpatient, ambulatory surgery and non-acute outpatient organic volume within HHC Service area markets</td>
<td>Increase Inpatient (1%: 600 cases), ASC (3%: 1,500 cases) and Non-Acute OP (5%: 50K visits)</td>
<td></td>
<td>James Blazar</td>
</tr>
<tr>
<td></td>
<td>11. Identify and initiate potential affiliation partners.</td>
<td>No</td>
<td>Grow the system</td>
<td>Prioritize affiliation partners that will help advance the HHC vision with Strategy Council</td>
<td>A written exclusivity agreement for at least one new partner that is in either Tier 1 or 2 of the affiliation relationship framework.</td>
<td></td>
<td>James Blazar</td>
</tr>
</tbody>
</table>
# Hartford HealthCare 2012 Balanced Scorecard

<table>
<thead>
<tr>
<th>PILLAR</th>
<th>INITIATIVE</th>
<th>MEMBER CASCADE</th>
<th>SUPPORTING STRATEGY</th>
<th>MEASURE</th>
<th>TARGET</th>
<th>YTD RESULTS</th>
<th>ACCOUNTABILITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACADEMIC AND RESEARCH EXCELLENCE</td>
<td>12. Develop and implement a training program for central venous catheterization.</td>
<td>Yes</td>
<td>Differentiate through excellence in clinical care and service</td>
<td>Ensure certification in the use of ultrasound for central venous catheterization and train individuals not certified utilizing the resources of CESI. Evaluate the correlation of increased access to training with reduced complication rates.</td>
<td>Grant 70% of HHG medical and adjunct/ allied health staff providers are trained in central venous catheterization using ultrasound</td>
<td></td>
<td>Rocco Orlando, MD</td>
</tr>
<tr>
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<td><strong>FINANCIAL STRENGTH</strong></td>
<td>13. Implement the HHCC/CHA Integration plan</td>
<td>Yes</td>
<td>Maximize value and system alignment through our “Geared Model”</td>
<td>Integration plan will result in cumulative annual projected cost savings.</td>
<td>Achieve cumulative targeted cost savings of $12.4M</td>
<td></td>
<td>Clarence Silvia</td>
</tr>
<tr>
<td></td>
<td>14. Achieve expense reduction</td>
<td>Yes</td>
<td>Establish a sustainable cost structure</td>
<td>Implement annual savings utilizing MAP process</td>
<td>Identify and implement annualized annual savings of $25M</td>
<td></td>
<td>Jeffrey Flaks</td>
</tr>
</tbody>
</table>

In maintaining and building our financial strength, we make it possible to fulfill our vision. Our organization is a public trust and we must exercise sound fiscal judgment in order to ensure that we are always there for those who need us. We must be able to reinvest in people, technology and facilities so that we can always meet the changing needs of our communities.