Hartford HealthCare

State of the System • Fiscal Year 2013
The Road Map to Our Vision
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

The “Making a Difference Together...by Living Our Values” Award was presented to the Behavioral Health Network team at the HHC Leadership Forum. The award recognizes employees and teams that have worked together across departments or across member HHC organizations to achieve outstanding results.
Welcome.

Every year, Hartford HealthCare leaders come together at the State of the System to celebrate our accomplishments, acknowledge our challenges and build stronger connections with one another in order to achieve our vision to be “nationally respected for excellence in patient care and most trusted for personalized coordinated care.”

Today, we are closer to achieving our vision than ever before. We are leading the transformation of health care in this country. Earlier this year, we announced a thorough reorganization of our system that was designed to reduce duplication and to increase efficiency in everything we do across the continuum. We have restructured our leadership into regional units and system-wide service lines that will allow us to move quickly toward the value-based care that is our future. As the result of this transformation, we will succeed in providing more and better care to our communities.

We have seen many other positive changes this year, thanks to your efforts. We welcomed The William W. Backus Hospital into our system to create the East Region with Windham Hospital. We announced the formation of an industry-leading alliance with Memorial Sloan-Kettering Cancer Center. We created Integrated Care Partners, a physician-led, clinical-integration organization, which has attracted more than 1,400 providers and which will lead us in moving from fee-for-service to value-based payments for care. With HHC Thrive, we’ve made permanent budget reductions worth tens of millions of dollars, and with HHC Unity, we are moving toward one HHC employee experience and a powerful electronic health record that will help us coordinate, track and improve our many services. Staff members throughout the system have made tremendous process improvements through H3W.

It’s a lot of change, I know. We have had to make hard choices in restructuring our organization and in moving toward more unified employee benefits. But all of this is not for us. It is for the Janets we serve — the patients and families who depend on us every day. We have had to profoundly change our way of doing things to serve them with consistent high-quality and seamless coordination. And the forecast is for more change as we push to provide more access and demonstrable value.

We are writing a new chapter in the history of American health care, and I count on your leadership as we make this journey. You have made this transformation possible, and I know that you will make it succeed for the people we serve.

Sincerely,

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

Acute-Care Hospitals

Backus Hospital
A Hartford HealthCare Partner
326 Washington Street
Norwich, CT 06360
860.889.8331
backushospital.org
Licensed bed capacity: 233
Discharges: 11,397
Patient Days: 48,467
ED Visits: 78,844
Births: 861
Inpatient Surgeries: 2,787
Ambulatory Surgeries: 6,323
Employees: 2,003
Physicians on Staff: 296
Volunteers: 506
Operating revenue*: $45.5 million
Community Benefit (FY12): $4.8 million

Hartford Hospital
A Hartford HealthCare Partner
80 Seymour Street
Hartford, CT 06106
860.545.5000
hartfordhospital.org
Licensed bed capacity: 867
Discharges: 41,809
Patient Days: 235,012
ED Visits: 100,799
Births: 3,666
Inpatient Surgeries: 12,058
Ambulatory Surgeries: 28,073
Employees: 7,397
Physicians on Staff: 1,615
Volunteers: 1,061
Residents/Fellows: 650
Operating revenue*: $1.1 billion
Community Benefit (FY12): $90.6 million

Hartford Hospital is home to the Center for Education, Simulation and Innovation (CESI), one of the most-advanced medical simulation training centers in the world. Medical providers from across the world have trained at CESI, the Northeast’s largest robotic surgery center. CESI is expanding to further increase its training and development of innovative treatments in patient care.

*Draft, Preliminary, Non-audited
**Represents approximately two months of activity as a Hartford HealthCare member
The Hospital of Central Connecticut
A Hartford HealthCare Partner

New Britain
General campus:
100 Grand Street
New Britain, CT 06050
860.224.5011
Bradley Memorial campus:
81 Meriden Avenue
Southington, CT 06489
860.276.5000
thocc.org
Licensed bed capacity: 446
Discharges: 17,907
Patient Days: 75,467
ED Visits: 107,064
Births: 1,616
Inpatient Surgeries: 3,534
Ambulatory Surgeries: 7,319
Employees: 2,841
Physicians on Staff: 435
Volunteers: 444
Residents/Fellows: 22
Operating revenue*: $385.6 million
Community Benefit (FY12): $24.3 million

MidState Medical Center
A Hartford HealthCare Partner

435 Lewis Avenue
Meriden, CT 06451
203.694.8200
midstatemedical.org
Licensed bed capacity: 156
Discharges: 9,847
Patient Days: 41,898
ED Visits: 59,791
Births: 906
Inpatient Surgeries: 2,267
Ambulatory Surgeries: 6,055
Employees: 1,295
Physicians on Staff: 400
Volunteers: 278
Operating revenue*: $237.1 million
Community Benefit (FY12): $17.9 million

Windham Hospital
A Hartford HealthCare Partner

112 Mansfield Avenue
Willimantic, CT 06226
860.456.9116
www.windhamhospital.org
Licensed bed capacity: 144
Discharges: 4,168
Patient Days: 17,269
ED Visits: 35,132
Births: 382
Inpatient Surgeries: 1,053
Ambulatory Surgeries: 2,662
Employees: 744
Physicians on Staff: 53
Volunteers: 235
Operating revenue*: $82.6 million
Community Benefit (FY12): $7.6 million

*Draft, Preliminary, Non-audited
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 Days: 18,990
PHP/IOP Days: 52,043
School Days: 24,705
Employees: 572
Volunteers: 12
Community Benefit (FY12): $4.8 million
Operating revenue*: $48.2 million
Natchaug offers inpatient and outpatient behavioral health and chemical dependency services for children and adults.

Rushford
A Hartford HealthCare Partner

883 Paddock Avenue
Meriden, CT 06450
1.800.542.4791
rushford.org
Residential Days: 34,449
Outpatient Visits: 68,571
Employees: 422
Volunteers: 18
Residents/Fellows: 28
Community Benefit (FY12): $1.6 million
Operating revenue*: $28.7 million
Rushford offers treatment of addiction in adults and adolescents, as well as drug prevention and youth development.

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

*Draft, Preliminary, Non-audited
Hartford HealthCare Medical Group

1290 Silas Deane Highway
2nd floor
Wethersfield, CT 06109
860.545.7188
hartfordmedicalgroup.com
Office Locations: 41
Physicians: 180
Mid-Level Practitioners: 75
Employees: 900
Primary Care Visits: 308,447
Surgical Visits: 215,603
Operating revenue*: $78.4 million
Provider of primary care, urgent care and sports, occupational and specialty medicine.

Integrated Care Partners
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 1,400 physicians are members and the number is steadily increasing.

*Draft, Preliminary, Non-audited
**Nine months of activity
Hartford HealthCare Quick Facts & Figures

Outpatient Services

VNA HealthCare
A Hartford HealthCare Partner

1290 Silas Deane Hwy.
Suite 4B
Wethersfield, CT 06109
860.249.4862
vnahealthcare.org
Total Admissions: 13,494
Employees: 848
Volunteers: 251
Branch Offices: 6
Operating revenue*: $57.2 million
VNA HealthCare is a not-for-profit home care agency with branch offices in East Windsor, Glastonbury, Hartford, Southington and Waterbury.

VNA East
A Hartford HealthCare Partner

34 Ledgebrook Drive
Mansfield Center, CT 06250
860.456.7288
vnaeast.org

VNA East is a non-profit, Medicare-certified, state-licensed, home and community health care agency that has served the people of Eastern Connecticut for more than 90 years. Based in Mansfield Center, the agency provides a full range of nursing, therapy and hospice services to the residents of 20 towns in the region.

*Draft, Preliminary, Non-audited

Rehabilitation

Hartford HealthCare Rehabilitation Network

181 Patricia M. Genova Dr.
Newington CT 06111
860.696.2500
hartfordhealthcare.org/rehabilitation

Patient Care Visits in Network: 406,737*
Employees: 467
Operating revenue* **: $124,000
The HHC Rehabilitation Network provides physical rehabilitation services, including physical therapy, occupational therapy, speech language pathology and athletic training across the continuum and in community settings.

**Managed Services Organization only, other revenues reported by respective entities.
Senior Services

Cedar Mountain Commons
A Department of Hartford Hospital

3 John H. Stewart Drive
Newington, CT 06111
1.877.469.6285

Independent and Assisted Living Apartments: 78
Employees: 64
Volunteers: 3
Operating revenue*: $356,000

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

Jefferson House
A Department of Hartford Hospital

1 John H. Stewart Drive
Newington, CT 06111
860.667.4453

Skilled Nursing Beds: 104
Employees: 180
Volunteers: 45
Operating revenue*: $1.1 million

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

*Draft, Preliminary, Non-audited
Hartford HealthCare Service Area Map

Ambulatory Surgery Center
HHC Behavioral Health Facility/Program
HHC Clinical Lab
HHC Acute Care Hospital
HHC Rehabilitation Services/Occupational Health
HHC Primary, Urgent and Specialty Care
HHC Senior Health Services
HHC VNA Branch Office
Satellites
A Year of System-Wide Accomplishments (FY 2013)

**Hartford HealthCare**
- Continued to successfully advance toward goal of accessible, high-quality, integrated care to deliver the ultimate patient experience:
  - Affiliation with Backus Health Care System, expanding access to care to Eastern Connecticut communities.
  - Establishment of HHC Central, Eastern and Hartford regions and implementation of Behavioral Health Network to improve collaboration, quality and efficiency.
  - Alliance with Memorial Sloan-Kettering Cancer Center and establishment of HHC Cancer Institute to provide patients with world-class, innovative treatments and improved access to clinical trials.
- Established Integrated Care Partners clinical integration organization with physicians to transform health care delivery through care coordination and best practices.
- Established Accountable Care Organization in collaboration with ConnectiCare as part of new Medicare Shared Savings Program.
- Implemented HHC Unity to create a single HHC experience for both employees and customers.
- Selected Epic as HHC electronic health records system, CareConnect.
- Opened first HHC Employee Health and Wellness Center.
- Implemented system-wide employee wellness program, HHC & Me.
- Instituted universal flu vaccine policy for employees, with nearly all employees vaccinated.
- Held first patient experience collaborative, attended by hundreds of system staff.
- Through HHCThrive and H3W, implemented more than $114 million (YTD August) in savings throughout system. More than $200 million in savings is expected over five years.
- Launched single contact center and physician-referral service supporting Hartford HealthCare Medical Group, Hartford and Windham hospitals, The Hospital of Central Connecticut and MidState Medical Center.
- Established central credentialing office.
- Graduated second class from Physicians Leadership Development Institute.
- HHC Making a Difference by Living Our Values Award awarded to 64-member Behavioral Health Network team responsible for selecting and implementing common electronic health record.

**Backus Health System**
- Affiliation with Hartford HealthCare resulted in creation of system’s first regional network, the East Region, including Backus and Windham hospitals.
- Exceeded goals in linking patients to insurance and primary care through MyHealthDirect. Opened Norwich and North Stonington Backus Health Centers.
- Backus Weight Loss Center added gastric bypass procedure.
- Added MRI to Plainfield Emergency Care Center, stand-alone satellite emergency room and outpatient center. Visits surpass expectations.
- Quality and patient safety improved in all key publicly reported metrics.

Hartford HealthCare is sponsoring Wellness at WestFarms, a multifaceted program at the mall to connect consumers with our health care system.
• Colchester and Montville health centers certified as Primary Care Medical Homes.
• Outperformed state and national averages for value-based purchasing.
• More than 1,800 employees and 200 medical staff members participated in “Safety Starts with Me” training sessions as part of high-reliability initiative.
• Patient Portal created and pilot under way.
• Installed patient- and staff-designed communication whiteboards in patient rooms.
• Launched medication-management program for patients discharged on anticoagulation and high-risk medications.
• Implemented discharge phone calls and nursing leadership rounding.
• Patient Care Services staff led a workgroup focused on Model of Care Redesign, using evidence and best practices, to be used in all medical surgical units in East Region over next 18 months.
• Expanded nurse residency program to include immersion track for home health care.
• Redesigned care of behavioral health patients in Emergency Department.
• Initiated OptiLink, computerized acuity system enabling team to match resources to patient workload.
• Implemented extensive population health-management efforts: health needs assessment; expansion of Rx for Health program; Healthy Eating Advocate Training; Healthy Community pilot program in Baltic.
• Only Eastern Connecticut hospital to receive American Hospital Association’s Most Wired Award for third consecutive year.
• Received Anthem Blue Distinction recognition for orthopedics.
• Anticoagulation Center received national award for excellence.
• Communications Department earned 13 Lamplighter Awards for excellence in marketing and strategic communications.
• New CareVan to provide screening and health education, supported by $300,000 community campaign.
• With gift from Auxiliary, Survivors Fund and Laura Beth Seder Memorial Golf Tournament, opened new boutique offering resources and merchandise for cancer patients.

**Clinical Laboratory Partners**

• Partnership with two of the largest physician groups in the state to become their exclusive laboratory provider.
• Added six new Patient Service Centers.
• Established LAB Health Information Exchange (HIE) for HHC, providing lab results on all HHC patients. Approximately 8,000 physician office clients also use the LAB HIE. LAB HIE represented more than 17 million patient encounters and nearly 63 million tests. Clinicians can access results on desktop, laptop, iPad or iPhone.
• Offered free cholesterol screenings.
• Participated in food drives and other charitable activities.
• Indigent patient support for federally qualified health centers and Planned Parenthood.

The Backus Health System includes The William W. Backus Hospital, a 233-bed acute care hospital that is the only state-licensed Trauma Center east of the Connecticut River.
A Year of System-Wide Accomplishments

- CEO James Fantus was corporate chair for Juvenile Diabetes Research Foundation’s Annual Walk for the Cure; CLP employees raised $25,000.
- Chosen from 8,000 candidates nationwide by Medical Laboratory Observer as runner-up for Lab of the Year.

Central Connecticut Senior Health Services
- Opened third Connecticut Center for Healthy Aging at MidState Medical Center.
- Managed senior affinity program to create MyHealthy Advantage, creating marketing relationship database of more than 10,000 adults.
- Cedar Mountain Commons reached 92 percent occupancy for first time in seven years.
- Jefferson House, Mulberry Gardens and Jerome Home received My InnerView Excellence in Action Award from the National Research Corporation.
- Jefferson House, Jerome Home and Southington Care Center rated five stars by Centers for Medicare & Medicaid Services.
- Cedar Mountain Commons obtained deficiency-free licensure survey.
- Hosted fourth annual Healthy Family Funfest in collaboration with The Hospital of Central Connecticut, MidState Medical Center and 100 other community partners with more than 3,200 attendees.
- Hosted 353 outreach programs with 12,595 attendees.
- Hosted first “Southington Symposium on Aging” to discuss challenges and opportunities related to aging.
- The Orchards at Southington received Assisted Living Federation of America’s 2013 Best of the Best Award in category of Going Green, Saving Green: Energy, Recycling and Expense-Reduction Strategies.
- Jerome Home and Arbor Rose voted best health care facilities by New Britain Herald readers.
- Mulberry Gardens and Jerome Home voted top workplaces by Hartford Courant and Fox 61.
- Trish Walden, vice president, won 2013 Hartford Business Journal Women in Business Award.

Hartford HealthCare Medical Group (HHC MG)
- Formed Jan. 1, 2013, combining five medical groups.
- Added 19 primary care physicians and 17 specialty care physicians.
- Incorporated seven already-existing practices into group.
- Opened six new locations.
- Created physician and advanced-practitioner Recruitment and Integration Department with system recruitment portal.
- Assisted in developing multi-campus surgical services in bariatric, breast, colorectal, thoracic and urological surgery.
- Added non-cardiac thoracic surgery at Hartford Hospital and Backus.
- Specialty practices developing 24-hour access for all patients.
- Built Medicare Shared Savings Plan program with 10,769 attributed lives from HHC MG.
- Physician leadership groups for specialty and primary care established and leading change.

The staff at the Connecticut Center for Healthy Aging, like Marc Levesque, MS, senior resource case manager, and Jessica Dakin, BSN, geriatric care manager, provide a variety of services to seniors across Central Connecticut.
• Vascular lab accredited by the Intersocietal Accrediting Commission in visceral vascular testing, peripheral venous testing, peripheral arterial testing, and extracranial cerebrovascular testing.
• Huddles and Lean process extended to MidState and HOCC primary care practices.
• Implemented health information exchange connection to Hartford Hospital ED and hospitalists.
• Instituted shared medical appointments for small groups of patients with similar conditions or needs.
• eRX (electronic prescriptions) extended to all surgeons.

**Hartford HealthCare Rehabilitation Network (HHCRN)**
• Expanded rehabilitation home care visits by 14 percent.
• Expanded agreement with Orthopedic Associates of Hartford to manage New Britain practice.
• Expanded rehabilitation services to Institute of Living Schizophrenia Rehabilitation Program.
• With Hartford Hospital Research Department, implemented automated system to collect patient-reported outcomes at point of service. First project to capture patient data directly from iPads.
• Assisted VNA HealthCare with integration of VNA East home care therapists.
• Presented at Physical Medicine and Rehabilitation National Meeting on concussions.

**Hartford Hospital Rehabilitation Network**
• Opened 16th outpatient clinic, adding Bloomfield.
• Expanded pelvic-health program to both men and women, increasing referrals 275 percent.
• Attained athletic trainer certification, adding two West Hartford high schools.
• Received full risk-sharing incentive from ConnectiCare for reaching patient satisfaction, outcome and efficiency targets.
• Renovated Meriden location.
• Exclusive medical provider at USA Gymnastics 2013 P&G Championships in Hartford. Team provided medical coverage to more than 100 elite athletes and gymnasts.

**The Hospital of Central Connecticut (HOCC) Rehabilitation Network**
• Increased outpatient visits by 9.3 percent.
• Increased cancer and lymphedema referrals.
• Converted Alliance Occupational Health to HOCC Occupational Health Network.

**Windham Hospital Rehabilitation Network**
• Added clinic at Windham Hospital Family Health Center.
• Obtained athletic training contract with Windham High School.

Olympic gold medal gymnast Jordyn Wieber visited Hartford Hospital patients while promoting the USA Gymnastics 2013 P&G Championships, which were held at the XL Center in downtown Hartford in August. Hartford Hospital Rehabilitation Network was the exclusive medical provider. The team provided medical coverage to more than 100 elite athletes and gymnasts. Wieber was inducted into the USA Gymnastics Hall of Fame during the event.
A Year of System-Wide Accomplishments

**Hartford Hospital**
- Patient discharges (excluding newborns) up by 619 (1.65%) year over year.
- Medical/surgical length of stay down year over year from 5.86 to 5.72.
- Transfer Center surpassed 4,100 patient transfers.
- Began expansion of Center for Education, Simulation and Innovation with $15 million state grant.
- Began genomic medicine collaboration with Jackson Laboratory and Connecticut Children’s Medical Center.
- Announced establishment of Bone and Joint Institute.
- Signed agreement with GE Healthcare to collaborate on innovative products for commercial marketplace.
- Opened new six-bed comprehensive Epilepsy Center.
- Renovated Transplant and Comprehensive Liver Center.
- Biomedical firm Genomas added clinical laboratory licenses in New York, Florida and California.
- Completed Hudson Street employee parking garage, adding 1,250 spaces.
- Launched Center for Global Health to promote staff engagement in international health care.

- Hit historic high in overall patient satisfaction scores during FY2013.
- Reached and sustained historic and best-practice lows in catheter-related bloodstream infection rates.
- Achieved historic low in hospital-acquired, pressure-ulcer prevalence rate.
- Implemented executive leadership weekly rounding.
- Began new-and-improved patient food service program.
- Expanded use of electronic patient daily CARE plan to improve communication.
- Named Phase I National Cancer Institute Gynecologic Oncology Group Institution.
- Only site in New England recognized by The Joint Commission and American Heart Association/American Stroke Association as Comprehensive Stroke Center.
- Partnership for Breast Care awarded second cycle of full three-year accreditation by National Accreditation Program for Breast Centers.
- Designated by Society of Chest Pain Centers as an accredited chest pain center with percutaneous coronary intervention.
- Designated an Aetna Institute of Quality® for total joint replacement and spine surgery.
- Cardiac Rehabilitation Program certified by American Association of Cardiovascular and Pulmonary Rehabilitation.
- First in USA to place right ventricular Impella device (“mini heart”) in patient in shock.
- First in state to implement SurgiCount Safety-Sponge® System.
- For hospital, first two left-ventricle Apical TAVRs; first percutaneous endovascular triple abdominal aortic aneurysm repair with local anesthesia; first mini maze — surgical ablation — to treat patient with atrial fibrillation; first TransOral Robotic Surgery (TORS).
- First robotic single-site hysterectomy in New England and New York.
- First ECMO (Extracorporeal Membrane Oxygenation) patient transport in state.

With a $15 million state grant, CESI’s 30,000-square-foot expansion is under way.
• First in world to implant Medtronic’s new single-coil, high-voltage defibrillation lead.
• Pledged $1 million to Hartford Promise, a public school college-access program.
• Committed to 10 internships as part of Hartford Summer Youth Employment Program.
• Presented four $10,000 interest-free, forgivable loans to four employees to purchase homes as part of Hartford Home Ownership Incentive Program.
• Dr. Harold I. Schwartz, chief psychiatrist, and Dr. Adrienne Bentman, director of adult psychiatry residency program at the Institute of Living, served on commission investigating and making policy recommendations related to Newtown’s Sandy Hook Elementary School shooting.
• Dr. Lenworth Jacobs, vice president of academic affairs and research, hosted Hartford Consensus national meeting to develop strategies to increase survival in mass-casualty shootings.
• Appointed Carolyn J. Hoban, Doctor of Science, vice president of research.
• Began collaboration on genomic medicine with Jackson Laboratory and Connecticut Children’s Medical Center to explore new ways to treat cancer.
• Continued partnership with government of Israel in providing emergency medical training for Magen David Adom, Israel’s national emergency service.
• Renewed agreement with QiLu Hospital in China.
• Received $1.25 million grant from the U.S. Agency for Healthcare Research and Quality to research personalized medicine use for severe depressive disorder.
• Director of IOL’s Anxiety Disorders Center and Center for Cognitive Behavioral Therapy awarded $2.9 million, five-year grant from National Institutes of Health to study neural mechanisms in hoarding.
• IOL working with Connecticut Department of Mental Health and Addiction Services in partnership to offer mental health first aid training to educators.
• Named one of America’s Best 100 hospitals by HealthGrades.
• Recognized by U.S. News & World Report as Number One in Hartford Region and among best hospitals in Connecticut in nine specialties — the most in hospital history: cardiology and heart surgery; diabetes and endocrinology; gastroenterology and GI surgery; geriatrics; gynecology; nephrology; orthopedics; pulmonology; and urology.
• For seventh consecutive year, named a Most Wired hospital by the American Hospital Association.
• Awarded silver Medal of Honor for Organ Donation from Department of Health and Human Services following campaign to register 1,000 new organ donors in cooperation with the Donate Life New England Donor Registry. Registered 1,250 donors in 60 days.
• Selected again by Hartford Advocate readers as best hospital and as having best OB/GYN group and best orthopedic/sports medicine group.
• Web site, www.harthosp.org, received gold eHealthcare Leadership Award.
• Planning & Marketing’s news service received regional Emmy for “Advancing Medicine: The Colby Salerno Story.”
• Planning & Marketing received five Lamplighter Awards from the New England Society for Healthcare Communications.
• Record $15.5 million raised. Black & Red Gala netted record $1 million for transplant program.
• Auxiliary pledged $687,000 to hospital. More than $160,000 allocated for new projects and $100,000 to renovate Emergency Department Purple Pod.
A Year of System-Wide Accomplishments

The Hospital of Central Connecticut

- Began constructing 70,000-square-foot cancer center to consolidate cancer outpatient services.
- Opened Family Health Center in Bristol, offering primary and walk-in care seven days a week, and laboratory, radiology and wound-care services.
- Assumed ownership of Alliance Occupational Health.
- Opened Women’s Heart Wellness Center.
- All Heart Cardiac Rehabilitation Program certified by American Association of Cardiovascular and Pulmonary Rehabilitation.
- Sleep Disorders Center reaccredited by American Academy of Sleep Medicine, including certification for in-laboratory testing and portable home monitoring.
- Launched new patient portal, MyHOCC, enabling patients and physicians to access health information online.
- Achieved Stage 6 on Electronic Medical Record Adoption Model established by HIMSS Analytics, putting hospital in top 10 percent of hospitals nationwide.
- One of few area hospitals offering prone radiation therapy for primary, left-side breast cancer.
- One of few hospitals in state offering robotic surgery to treat sleep apnea, head and neck cancers and provide single-incision gallbladder removal.
- Implemented new procedure to pinpoint airway obstruction site before sleep apnea surgery.
- First hospital in New England to be founding member of the WomenHeart National Hospital Alliance.
- Expanded role in New Britain Emergency Medical Services paramedic training.
- Radiologist Dr. Jean Weigert presented study on benefits of breast-specific gamma imaging at San Antonio Breast Cancer Symposium.
- Comprehensive breast program first in Connecticut recognized as Certified Quality Breast Center of Excellence in National Quality Measures for Breast Centers™ Program.
- Received American Heart Association Fit Friendly Work Site Award for employee wellness programs and 2012 Wellness Council of America Well-Workplace Award.
- Received American Heart Association/American Stroke Association’s Get With The Guidelines® Stroke Gold Plus Quality Achievement Award and Target: Stroke Honor Roll recognition.
- Comprehensive breast program first in state recognized as Certified Quality Breast Center of Excellence in National Quality Measures for Breast Centers™ Program.
- New Britain General Campus Auxiliary donated $200,000 for new cancer center, its second $200,000 donation toward $1 million pledge.
- Received $400,000 grant to hire 24 unemployed recent nursing school graduates.

Ground was broken last October and construction is well under way on the new cancer center at The Hospital of Central Connecticut, which will consolidate outpatient cancer services in one convenient location to better connect patient care. The nearly 70,000-square-foot center will be built on the New Britain/Plainville line.
**Integrated Care Partners**

- Established in February 2013 to further clinical integration, improve quality and coordination of patient care, manage population health and move from fee-for-service to value-based payment system.
- Established leadership team, board and committees.
- Secured more than 1,400 members by end of September; growth continues.
- Began negotiations of shared-savings contracts, supporting system-wide volume-to-value transition and population health initiative.
- Secured agreements with Cigna, ConnectiCare and Anthem.
- Initiated plan to support financial and quality performance management and reporting.
- Established population health team, including six population-health managers, to use data analytics to identify gaps in care and outreach to patients and providers for proactive value-based care.
- Began acute low-back-pain initiative to develop value-based pathway for acute lower-back-pain management.
- Kicked off geriatric care initiative, working with HHC Geriatric and Palliative Medicine Institute to develop standards of care for preferred, high-value, post-acute facilities.
- Established operational model for case managers assigned to manage population health.
- Began partnership with cardiology leaders across HHC on congestive heart failure readmission-reduction initiative.
- Began research on care coordination best practices identified by pioneering accountable care organizations.

**MidState Medical Center**

- Expanded women’s health services to include Maternal Fetal Medicine.
- Began development of comprehensive Spine Care Program.
- Launched Lung Cancer Screening Program for early detection of lung cancer.
- Implemented cancer clinical research and added certified genetic counselor.
- Added physicians to medical staff in specialties including general surgery, GI, colorectal surgery, spine, orthopedics, primary care, endocrinology and thoracic surgery.
- Developed comprehensive ambulatory development strategy for Upper New Haven County.
- Launched new office for Connecticut Center for Healthy Aging, a resource center for seniors.
- Increased volumes at MediQuick Urgent Care in Meriden and Cheshire.
- Exceeded goal in Patient Safety Culture Survey.
- Achieved HCAHPS top box goal of 76 percent.
- Emergency Department ranked in 96th percentile nationally, second place among high-volume EDs in state. MidState nurses and doctors ranked in 97th and 93rd percentiles in country.
- Cancer Center reaccredited by National Accreditation Program for Breast Centers.
- Critical Care Unit awarded silver-level Beacon Award for Excellence by American Association of Critical Care Nurses.
- MediQuick received urgent care designation from Urgent Care Association of America.
- Spine Surgery Program earned distinction for quality by Aetna Institutes of Quality®.
- Named a 2013 Outstanding Patient Experience Award recipient from Healthgrades, among the top 15% of hospitals recognized in the nation.
- Achieved Nurses Improving Care for Healthsystem Elders designation.
- Received bronze award for National Hospital Organ Donation Campaign from U.S. Department of Health and Human Services.
- Recognized as Baby Friendly® birth facility for implementation of
A Year of System-Wide Accomplishments

Baby Friendly Hospital Initiative and offering optimal levels of infant care through breastfeeding.
• Family Birthing Center selected by Connecticut Nurses’ Association (CNA) for CNA Excellence in the Workplace Award.
• Implemented six-month Discharge Delay Pilot Program.
• ED named 2013 recipient of HHC Patient Experience poster presentation for Innovation, Breaking Traditions: Integrating Triage and Fast Track to Improve Patient Experience in the ED.
• Implemented daily safety huddles to enhance culture of safety.
• Performed first PET/CT scan for Alzheimer’s disease and introduced new Neuroquant software.
• Introduced DAT Scan for detection of Parkinson’s Disease — one of only three within system service area.
• First in state to use EndoWrist One Vessel Sealer for robotic surgery and to perform robotic splenectomy.
• Hospital implementation of navigational bronchoscopy, an advanced non-invasive diagnostic and staging procedure for lung cases.
• First hospital robotic ureteral re-implantation.
• Implemented Senior Emergency Care Services initiative in ED.
• Responded to community needs assessment by conducting 25 diabetes and nutrition patient education programs, improving attendees’ awareness of diabetes risk by average 40.65 percent.

• Initiated partnership with Wallingford EMS, in collaboration with Hartford Hospital’s Center for Education, Simulation and Innovation, to provide education to local paramedics.
• Added University of St. Joseph’s faculty position to support the Diabetes Center, creating Diabetes-Targeted Discharge Counseling Program.
• Collaborated with Quinnipiac University School of Nursing to create collaborative transitional practicum experience for graduating nursing students.
• Forty-five MidState-affiliated medical staff members granted medical appointments at Quinnipiac University’s new medical school.
• Opened The Center for Clinical Simulation to integrate simulation into variety of programs, fostering development of knowledge, skills and critical thinking for delivery of excellent patient care.
• For fourth consecutive year, named one of the nation’s Most Wired hospitals by American Hospital Association.
• Marketing & Community Relations earned bronze-level Aster Award for “Higher State of Healthcare” advertising campaign.
• $661,036 raised to benefit MidState’s programs and services in FY2013.
• $150,000 grant from Eva Stearns Faulkner Foundation to support nursing education.
• $10,000 grant from Maximilian E. & Marion O. Hoffman Foundation to support Simulation & Nursing Education Center.

MidState Medical Center CEO Lucille Janatka received the 2013 Outstanding Patient Experience Award from Healthgrades’ representative Bob Donahue at a Sept. 18 recognition event.
**Natchaug Hospital**

- Expanded Young Adult Program to second location – Quinebaug Treatment Center in Dayville.
- Opened state-of-the-art Joshua Center Thames Valley on campus of Backus Business and Technology Center in Norwich; expanded Joshua Center Southeast in Groton.
- Added fifth team to Intensive In-Home Child & Adolescent Psychiatric Services Program with funding from Bank of America Charitable Gift Fund.
- The Seven Challenges® model of substance-abuse treatment incorporated into Natchaug Hospital’s child, adolescent and young-adult programs.
- Quinebaug Treatment Center in Dayville launched alumni support group to help clients sustain recovery and make Natchaug clinicians available for former clients in need.
- Launched Speakers Bureau to better respond to community interest in behavioral health issues.
- In response to Sandy Hook tragedy, joined HHC Behavioral Health Network partners and CT Department of Mental Health and Addiction Services in training 30 instructors in nationally-recognized Mental Health First Aid program for teachers, parents and first responders.
- Began free support group for families raising children with high-functioning pervasive developmental disorders.
- Natchaug psychiatrist Dr. Jonathan Raub published “Predictors of Custody and Visitation Decisions by a Family Court Clinic” in the *Journal of the American Academy of Psychiatry and Law*.
- Master Gardener courtyard project earned National Wildlife Foundation’s official certification as NFW Wildlife Habitat® site.
- Chief Medical Officer Dr. Deborah Weidner elected to the National Association of Psychiatric Health Systems Board of Trustees.
- Pharmacy Director Jose Scarpa, R.Ph. and team received 2012 American Pharmacists Association Pinnacle Award for pilot program demonstrating benefits of pharmacist-provided medication therapy management in patient-centered medical home settings.
- Natchaug one of only five Connecticut psychiatric hospitals earning inclusion in U.S. News and World Report listing.

**Rushford**

- Rushford at Meriden opened new Latino Intensive Outpatient Program.
- To better serve clients, moved to centralized-call admissions center, using one toll-free number as point of reference for first contact by anyone considering Rushford services.
- Launched Youth Mental Health First Aid training, an extension of Mental Health First Aid training series, a certification program to provide non-clinicians with skills to safely assist someone in
mental health crisis.

- Rushford Center’s post-graduate addiction medicine residency and fellowship program accredited by American Board of Addiction Medicine as one of an elite group of the foundation’s accredited programs across the country and Canada.
- Hosted public forum on mental health, the first in series of public events emphasizing commitment of HHC’s Behavioral Health Network to improving public understanding of mental health issues. Congresswoman Elizabeth Esty was among panelists.
- Jeffrey Walter, president and CEO of Rushford, named to two-year term as chairman of board of directors for National Council for Behavioral Health.
- Rushford, Rushford Foundation and Meriden Healthy Youth Coalition awarded five-year $625,000 grant by The White House Office of National Drug Control Policy and the Substance Abuse and Mental Health Services Administration to help prevent youth substance abuse.

**VNA HealthCare**

- Affiliated with VNA East, based in Mansfield, which serves 20 towns in Windham County. As part of affiliation, established Hartford HealthCare at Home for home care, further solidifying system’s continuum of care.
- Achieved overall 100 percent family satisfaction score for hospice care from National Hospice and Palliative Care Organization. Connecticut average for two years was 77.7 percent; national average, 74.5 percent.
- Heart failure patients in VNA HealthCare telemonitoring program between October 1 and June 30 had 30-day readmission rate of 12 percent versus state average of 25 percent and national average of 26 percent.
- Honored by Metro Hartford Alliance of Careers in HealthCare (MACH) at “A Celebration of Partnership – Building the Future Healthcare Workforce” for being an innovator in employee training and support to advance careers.
- Connecticut Nurses Association presented Media Award to Ellen Rothberg, president and CEO of VNA HealthCare, in recognition of advancement of nurses through the Nightingale Awards for Excellence in Nursing.
- Received $75,000 grant from Connecticut Health and Educational Facilities Authority and a $25,000 grant from the Walmart Foundation to support Meals on Wheels.
- Received $20,000 from Pfizer and $15,000 from the Maximilian E. & Marion O. Hoffman Foundation to support telemonitoring and specialty care programs.
- Renewed Community Investment Grant support from the United Way of Central and Northeastern Connecticut of $480,000 for 2013-14 program year.
**Windham Hospital**

- Opened Windham Family Health Center in Willimantic, which will play an important role in HHC’s East Region. Center includes primary care physicians, general and orthopedic surgeons, oncology services, a cancer infusion center, Clinical Laboratory Partners and the Windham Hospital Rehabilitation Network.
- Opened first phase of Family Health Center in Storrs. Second phase includes primary care providers and Clinical Laboratory Partners.
- Opened Center for Women’s Health in Hebron. Center houses an OB/GYN practice, imaging and Clinical Laboratory Partners.
- Emergency Department ranked in 99th percentile for satisfaction, according to Press Ganey.
- Radiology Department received national accreditation renewals for continued excellence.
- Radiology and MRI services earned three-year accreditations from American College of Radiology.
- Center for Sleep Medicine re-accredited for fourth time by American Academy of Sleep Medicine.
- Project team improved delivery and quality of meals for patients in isolation.
- Implemented Telehealth Network, giving stroke patients and ED instant access to top neurologists and latest technology.
- Windham Hospital, the state Department of Children and Families, local police and school officials formed community task force to help ensure best practice for recognizing and reporting child abuse. MaryAnn Duchene, RN, nurse director of Windham Hospital ED, developed protocols for recognition of abuse in children who present at Windham ED and other hospital EDs throughout the state.
- Hospital Foundation named one of seven non-profit agencies to be included in 2012 Neighborhood Assistance Act Program, enabling qualified businesses in Connecticut to be eligible for tax credit when they make charitable contributions.
- Recognized by LifeChoice Donor Services for outreach for organ and tissue donation and registration. Of 924 hospital and transplant centers participating in the national campaign, 322 were awarded recognition, nine in Connecticut.
- Through efforts of Windham Hospital Foundation, Auxiliary to Windham Hospital and Golf Classic, hospital received record-setting $1.2 million in donations, grants and bequests.
- Received more than $110,000 for Gina’s Friends to help underserved women in community.
Unprecedented Partnership Will Lead to Unprecedented Cancer Care

Hartford HealthCare (HHC) has been selected as the pioneering member of the newly formed Memorial Sloan-Kettering Cancer Alliance. The alliance is expected to improve care and save lives by bringing evidence-based, world-class cancer care to the entire HHC provider network.

The affiliation will increase access to the latest cancer advances, research and breakthroughs for Connecticut patients, close to home, where most patients prefer to receive their care. HHC was chosen by Memorial Sloan-Kettering (MSK) to be its first partner because of HHC’s dedication to delivering high-quality, consistent care across the state and because of the proven expertise of HHC physicians and medical teams.

Over the next six months, teams from MSK and the newly formed Hartford HealthCare Cancer Institute will assess resources and capabilities within each of HHC’s five acute-care hospitals, identifying specific areas of focus. In addition, they will jointly recruit a physician-in-chief of the Hartford HealthCare Cancer Institute who will be on the staffs of both HHC and Memorial Sloan-Kettering. The Hartford HealthCare Cancer Institute will unify cancer services throughout the system and facilitate the partnership with MSK. It will be co-led by the physician-in-chief and Donna M. Handley, M.A., R.N., the institute’s vice president of operations.

“Over the next few months, the two organizations will work to integrate HHC physicians into MSK’s disease-management teams,” Handley said. “The Hartford HealthCare Cancer Institute will provide a wonderful opportunity for our own physicians to partner with one another as we partner with MSK. We encourage our oncology physicians — both employed and those in private practice — to participate in this innovative model, which is being built on a solid foundation of best practices and state-of-the-art treatment and research protocols. The knowledge and expertise our own physicians bring to the table is critically important, and we welcome their input and participation.”

MSK and HHC will work collaboratively to measure changes in outcomes, including survival rates, quality of life and total cost of care.

“Through this alliance, we are bringing an unsurpassed level of cancer care to all of our communities,” Handley said.

Breaking Educational Boundaries

Hartford Hospital’s Center for Education, Simulation and Innovation (CESI) is the centerpiece of a pioneering vision to revamp the medical educational system. At 20,000 square feet and growing, CESI has emerged as a local, regional and international training destination.
CESI features exact replicas of an operating room, intensive care unit, delivery room and trauma room. Equipped like a hospital, CESI has two da Vinci robots and two robotic simulators designed especially for training.

In addition to providing training in robotic surgery and other sophisticated medical technologies, CESI is an educational and research center for students and faculty from the UConn Health Center, government agencies; medical first responders; and other schools; hospitals and agencies across the globe.

In 2012, CESI’s staff conducted more than 5,600 hours of training for more than 7,200 caregivers. This year, the number of caregivers is expected to exceed 11,000.

Internet giant Google sees CESI’s value. Earlier this year, CESI researchers received Glass, Google’s new, wearable computer with an optical head-mounted display. Although Glass is not yet available to the public, CESI researchers received it to study whether or not it can be used to enhance critical care in emergency departments.

Harford Hospital recently received the green light from the city of Hartford to construct a 30,000-square-foot extension to CESI partly funded by a $15 million state grant. The three-phase expansion will provide additional space for simulation areas, training facilities and research laboratories. It also will bolster CESI’s role as an economic engine for the city, region and state.

CESI is one of the most visible ways that Hartford HealthCare (HHC) is supporting and transforming the education of health professionals, yet this commitment is evident throughout the entire system. Health professionals, from nurses to therapists to administrators to physicians, receive on-site training and practical experience at nearly every system entity. Last year, the financial value of the system’s contribution to the education of health professionals was more than $43 million.

Committing to the ongoing support and education of medical professionals — today and in the future — reinforces HHC’s commitment to shape and transform the future of health care.

**Facilitating a Dialogue about Health Care**

If you tune in your radio to WTIC-AM 1080 every third Sunday morning of the month, you may hear some familiar voices candidly discussing the tough issues surrounding health care.

Elliot Joseph, president and CEO of Hartford HealthCare, and Rebecca Stewart, director of marketing, Hartford Hospital, take to the airwaves, hosting a radio show titled Health Care Matters. Airing on Connecticut’s largest talk radio station, the program tackles issues that have an impact on health and health care policies. Each program includes national experts on health care policy matters.

The program delves openly and honestly into health care issues, asking about what works, what doesn’t, and how to have an impact on health care policy to bridge these gaps.

The show has been airing for more than a year, and the list of guest appearances is impressive. It includes:

- David Blumenthal, MD, MPP, who served as the national coordinator for health information technology under President Barack Obama.
- Kevin Counihan, the president of Connecticut’s health care insurance exchange (Access Health CT).

Gov. Dannel P. Malloy tries his hand at simulated robotic surgery at Hartford Hospital’s Center for Education, Simulation and Innovation as Dr. Steven Shichman looks on.
• Richard Umbdenstock, president and chief executive officer of the American Hospital Association.
• Sorrel King, national patient safety advocate who created patient care journals.
• Suzanne Delbanco and Francois de Brantes, both experts in health care payment incentive reform.
• Mike Hyde, vice president of Advancement, The Jackson Laboratory, who spoke about personalized medicine.
• “E-Patient” Dave deBronkart who discussed patient engagement.
• John J. Nance, lawyer, pilot, and safety expert.
• Mike Roizen, chief wellness officer, Cleveland Clinic.
• Donald W. Fisher, Ph.D., president of the American Medical Group Association.

“Our guests help us shine a light on the real health care issues our country faces, including access to care, quality of care and the cost of care,” Joseph said. “That is the goal of Health Care Matters. We believe that starting the conversation is key if we are to help shape the health care policy of the future.”

In addition, “the program has proven to be a unique way to link our national experts with policy makers and the community,” Stewart said. “We encourage people to participate in the discussion by emailing questions to: hhcmatters@hhchealth.org or by calling in to 860-522-WTIC during the show.”

**Physicians Leading the Way to Integration**

Hartford HealthCare (HHC) and private-practice physician leaders have come together to form a “clinically integrated” physician organization — Integrated Care Partners (ICP).

ICP is leading the way for HHC to move from fee-for-service to value-based payments for the care we deliver. It seeks to improve the coordination and quality of patient care throughout HHC and to meet the requirements of health care reform by providing better patient outcomes at a lower cost.

“Integrated Care Partners is being shaped by the physicians who are part of it,” said Dr. James Cardon, Integrated Care Partners CEO and chief integration officer for HHC. “Member physicians are defining performance objectives, quality standards and evidence-based medicine protocols for all members.”

ICP has a 15-member board, including nine practicing physicians. ICP membership is voluntary and free, and both independent community doctors and HHC-employed physicians may participate. To date, more than 1,400 providers have joined. The organization is not a program run by hospitals or a service to manage practices, nor does it actually employ physicians.

(Left to right) Members of the ICP Board of Directors: Kent Stahl, MD, president of Hartford HealthCare Medical Group; Ken Dardick, MD, independent physician, Windham Hospital; Gary Dee, MD, independent physician, MidState Medical Center; Jim Cardon, MD, CEO, Integrated Care Partners; Mike Loiacono, MD, independent physician, The Hospital of Central Connecticut; Stacy Nerenstone, MD, independent physician, Hartford Hospital.
“In this new age of health care, we must change the way we deliver care to patients,” Cardon said. “To lower costs, we need better care coordination. Clinical integration really means structured collaboration — working together through standardized processes.”

“Ultimately, the providers who succeed in the new age of health care delivery will be those who provide consistent high-quality care and manage the cost,” Cardon said. “Integrated Care Partners is a community of providers who work to accomplish these goals. This is all about coming together to serve our patients.”

**Putting Patients Front and Center**

For many years, health care systems were designed around what worked best for health care organizations and providers. But Hartford HealthCare (HHC) is in the midst of a transformation to standardize processes and design care around what works best for patients.

The HHC Unity: CareConnect electronic health record project is a major step in that direction. CareConnect will connect all of the information technology platforms within HHC so that providers have access to a single medical record, available no matter where patients access care.

This should result in better care coordination, reduce duplication of testing and help clinicians have the complete picture they need to coordinate care for each individual.

Patients’ Councils are another way to ingrain the patient voice into the design and delivery of care. These advisory groups already exist at some HHC member organizations, but will be fully operational at every HHC hospital by the end of 2014, with remaining organizations to follow.

“Throughout Hartford HealthCare, we are looking at what we can do to make our patients have a ‘wow’ experience,” said David Fichandler, Hartford Hospital’s director of Patient Experience.

Feedback from patient groups can be invaluable, and processes proven to be best practices to enhance the patient experience can be shared across the system. At Hartford Hospital, patient advisory group input was instrumental in adopting color-coded uniforms to help patients identify their caregivers.

The color-coded uniforms now are being rolled out at The Hospital of Central Connecticut, as well as at Clinical Laboratory Partners and Hartford HealthCare Rehabilitation Network.

Training to effectively communicate with patients and their families recently was launched with Hartford Hospital’s clerical staff and soon will be provided to residents, medical students, and other staff members throughout the system.

To help identify best practices regarding the patient experience and to recognize outstanding work in this area, HHC launched the first annual Patient Experience Collaborative in April.

It featured 46 poster presentations created by HHC staff highlighting initiatives designed to improve the patient experience. Winners were selected in the categories of Innovation, Enhanced Patient and Family Centered Care, and Improved Transitions of Care. The keynote speaker was Carrie Brady, a national thought leader in improving the patient experience. Also featured was a panel discussion with former patients and families from HHC hospitals.

“This was the first time we came together as a system to celebrate our successes and to learn from each other,” Fichandler said. “It was an incredible opportunity to share best practices.”
A Healthy Community Focused on Unity

As we build Hartford HealthCare as a system, there are many initiatives under way to achieve our vision “to be nationally respected for excellence in patient care and most trusted for personalized, coordinated care.” These initiatives, consolidated under the banner of HHC Unity, are designed to help eliminate fragmentation and enable HHC to become more efficient and systematic.

HHC Unity strives to eliminate the silos and duplication within the various HHC member organizations which resulted from different organizations coming together. In addition to increasing efficiencies, HHC Unity initiatives will create consistencies in operational processes to make more efficient use of resources — human, financial and technical. Common operational processes and consistency among HHC partner organizations, including H3W workgroups and leadership training, also will assist in creating a common HHC culture.

Major HHC Unity initiatives focus on:

Human Resources – Last year, dozens of different employee health care plans were in effect at the various system entities. Starting in January 2014, the number of plans will be reduced significantly, allowing for more efficiency and consistency in benefit plans and administration. HHC will introduce common policies and programs, including those pertaining to payroll, hiring and transfer of employment. The system also is moving closer to common benefit plans for dental, life and disability insurance and common absence and time-off policies, including standard holidays.

Outlook E-mail – All members of HHC are now united on a common e-mail platform and have standard e-mail addresses. This eases communication within and between organizations and strengthens each employee’s connection with the system. The common e-mail address also reinforces the scope and breadth of the HHC brand to external recipients.

Technology – HHC is building on its increasingly integrated internal structure to adopt a robust, common electronic health record platform for patients.

The goal is to ultimately provide:
- One registration, which means information is shared so patients register once no matter how many HHC partners care for them.
- One health record that is always available and up-to-date no matter where the patient seeks care.
- One standard of excellence throughout the entire organization.
- One bill, providing convenience and peace of mind.
- One relationship, so HHC is the provider of choice for our communities.

These Unity initiatives — including those in place and those coming in the near future — will help HHC become an extraordinary health care system that provides patients with the exceptional...
coordinated care they need; provides physicians with the clinical information they need; and demonstrates to payers through data that we always provide the highest-quality, safest and best-value care.

Creating a Common Culture
As Hartford HealthCare continues to grow and evolve, so does H3W — How Hartford HealthCare Works.

H3W is a system-wide culture of service and innovation based on staff involvement, continuous improvement, transparent communication, recognition and authentic humanistic leadership to ensure that we provide the best service to every customer, every minute of every day.

The common work group structure is already under way in most HHC members, with remaining organizations slated to launch later this year. The senior management team from the system’s newest hospital, Backus, began H3W Leadership Training in October and all managers will go through by June. When that has been completed, Backus will begin to form H3W employee work groups, where ideas for organizational improvements and enhancements will be generated by those closest to the work.

“Although each organization is in a different place with H3W from a timing standpoint, everyone is heading toward a common goal,” said Marcia Haytaian, HHC vice president of leadership and organizational development. “We are starting to have a solid, common foundation for working together.”

In addition to generating ideas through work groups, H3W has a strong focus on leadership development, centered on common leadership behaviors. More than 1,000 managers have completed leadership training with external facilitators. “Train the trainer” sessions are now under way for employees who will facilitate much of the leadership training as it moves forward to encompass all employees.

The impact of this leadership training is becoming evident throughout HHC. In addition to applying the 10 leadership behaviors, a common language springing from these behaviors is rapidly emerging. It is increasingly common to hear people talking about “being in the moment,” “setting clear expectations” or “having courageous conversations.”

“People are starting to talk about what they do in the same language,” Haytaian said. “We are working together, and talking together, in a common, new way.”

As we move into 2014, a consistent set of H3W metrics is being implemented. In addition to measuring participation levels, numbers of meetings held and the number of ideas generated, activated and implemented, there will be a focus on business case results. This includes ascertaining if the ideas or projects drive down costs or have other measurable benefits, along with supporting quantitative and qualitative data.

The benefits of H3W also extend to our physicians. Physicians who participate in HHC’s Physician Leadership Development Institute receive leadership training, as well as education about other topics to enhance their work and bolster their connection to their patients, colleagues and HHC.

To date, about 100 physicians in three institutes have participated, and some physicians continue their involvement with the Institute post-graduation by teaching classes and working on projects with other physicians.

“The classes continue to evolve,” Haytaian said. “And how these physicians are working together is incredible.”
## Hartford HealthCare Community Benefit Summary

For Year 10-1-2011 through 9-30-2012. FY2012 figures are being reported in accordance with the IRS Form 990 Schedule H requirement.

<table>
<thead>
<tr>
<th>Charity care and means-tested programs</th>
<th>Hartford Hospital</th>
<th>MidState Medical Center</th>
</tr>
</thead>
<tbody>
<tr>
<td>Charity care at cost</td>
<td>$8,368,383</td>
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<tr>
<td>Unreimbursed Medicaid</td>
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<td>Unreimbursed costs-other means-tested government programs</td>
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<tr>
<td><strong>Total Charity Care and Means-Tested Programs</strong></td>
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<table>
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<th>Other benefits</th>
<th>Hartford Hospital</th>
<th>MidState Medical Center</th>
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<tr>
<td>Community health-improvement services and community benefit operations*</td>
<td>$6,185,566</td>
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<td>Health professions education</td>
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<td>Subsidized health services</td>
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<td>Research</td>
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<td>Cash and in-kind contributions to community groups</td>
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<td>Community building activities</td>
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<td><strong>Total Other Benefits</strong></td>
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<td><strong>$2,327,938</strong></td>
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<p>| <strong>Total Community Benefit</strong>            | <strong>$90,622,250</strong>   | <strong>$17,904,892</strong>         |</p>
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<th>Windham Hospital</th>
<th>Natchaug Hospital</th>
<th>The Hospital of Central Connecticut</th>
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<td>$1,547,389</td>
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<td>$7,626,934</td>
<td>$4,803,165</td>
<td>$24,366,152</td>
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*Totals do not reflect more than $4 million in community benefit from Backus.
Hartford HealthCare Strategic Framework: Our Structure for Success

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

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

Strategic Metrics
Attributed Lives | Outpatient Visits | Market Share

Operational Metrics
Patient Experience | Eliminate Patient Harm | Employee Health | Reduce Cost Structure | Operating Margin | Re-admission Rate | Employee Engagement
# Hartford HealthCare 2013 Balanced Scorecard

**September 2013**

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

## Hartford HealthCare 2014 - Operational Initiatives (HHC Unity)

<table>
<thead>
<tr>
<th>Initiatives</th>
<th>Milestone</th>
<th>Completed By</th>
<th>Accountability</th>
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</thead>
<tbody>
<tr>
<td>ICD 10</td>
<td>Total Readiness for ICD 10 Implementation</td>
<td>September 30, 2014</td>
<td>L. Taveras</td>
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<tr>
<td></td>
<td>2. Supply Chain and Finance go-live</td>
<td>2. October 1, 2014</td>
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<tr>
<td>Electronic Health Record</td>
<td>1. Team formation</td>
<td>1. January 1, 2014</td>
<td>R. Orlando</td>
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<td></td>
<td>2. Rollout Plan Approved by Operating Council</td>
<td>2. February 1, 2014</td>
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<td></td>
<td>3. Epic Certification completed</td>
<td>3. May 1, 2014</td>
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## Hartford HealthCare 2014 - Strategic Initiatives Cascading to Members

<table>
<thead>
<tr>
<th>Initiatives</th>
<th>Measure</th>
<th>Baseline</th>
<th>Target FY14</th>
<th>Accountability</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Eliminate Patient Harm</td>
<td>Hand Hygiene (All acute care hospitals)</td>
<td>FY13: End of year Compliance 71% ≤ 90% Compliance</td>
<td>R. Orlando</td>
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<tr>
<td>2. Improve Employee Health</td>
<td>HHC Medical Claims Trend</td>
<td>FY15: 6.5%</td>
<td>HHC Medical Claims Trend at 6.5%</td>
<td>J. Cardon</td>
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<td>3. Increase Employee Engagement</td>
<td>Employee Engagement Score</td>
<td>FY12: 4.03 FY13: TBD (Pending Pulse Survey Results)</td>
<td>Attain a .06 improvement in overall employee engagement (commitment) score</td>
<td>T. Church</td>
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<tr>
<td>4. Grow the System</td>
<td>1. Statewide Inpatient Aggregate Market Share for Oncology, Cardiovascular, &amp; Orthopedics</td>
<td>FY11: 21.3% FY12: 21.9%; FY13: 22.1% (FY12-13: +0.2 pts)</td>
<td>1. FY14: 22.6% (+0.5 pts)</td>
<td>J. Blazar</td>
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<td></td>
<td>2. New Primary Care Patients (includes new Walk-in/Urgent Care patients)</td>
<td>FY13: 26,813 (new patients less workers compensation)</td>
<td>2. FY14: 29,494 (+10%; 2,681)</td>
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<td>5. Improve the Patient Experience</td>
<td>Top Box Score HCAHPS (All acute care hospitals)</td>
<td>FY13: 67.4</td>
<td>FY14: 70</td>
<td>R. Orlando</td>
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<td>6. Reduce our Cost Structure</td>
<td>Total Operational Improvement (Expense Reduction and Operational Savings)</td>
<td>FY13 Management Action Plan (MAP) Savings: Target $25 Million; Achieved $29.2M</td>
<td>Achieve total operating improvements of $95M (Including HHC Thrive, MAP, Revenue Cycle, Backus Integration)</td>
<td>J. Flaks</td>
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<td>7. Strategic Expansion of the HHC Network</td>
<td>Letters of Intent</td>
<td>FY13: Two (2) Letters of Intent Signed</td>
<td>Two (2) Letters of Intent completed by end of FY14</td>
<td>J. Blazar</td>
</tr>
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<td>9. Cross Continuum Care Coordination</td>
<td>Re-admission rate</td>
<td>FY13: 17%</td>
<td>FY14: 13% Readmission rate for attributed patients in our Medicare shared savings pilot</td>
<td>J. Cardon</td>
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</tbody>
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