Agenda

Welcome: Meet Your Colleagues ................................................................. 1:00 - 1:15 pm
James Blazar, Senior Vice President & Chief Strategy Officer

The Time is Now: Building a High-Performance Healthcare System ..................................................... 1:15 - 2:00 pm
Elliot Joseph, President and CEO

Shared Values, System Success ................................................................. 2:00 - 2:30 pm
Barbara Kaplowe, Director of Quality and Performance Excellence, MidState Medical Center

Break .............................................................................................................. 2:30 - 2:45 pm

H3W: Hardwiring a Culture of Excellence .................................................. 2:45 - 3:45 pm
Jamie Roche, MD, Vice President, Patient Safety & Quality, Hartford Hospital
Panelist:
Jeffrey Flaks, Executive Vice President and COO, Hartford Hospital
Lucille Janatka, President & CEO, MidState Medical Center
Rita Parisi, President & CEO, Eastern Rehabilitation Network
Carolyn Trantalis, Vice President Patient Care Services, Windham Hospital

Driving Outcomes Through Measurement & Accountability ..................... 3:45 - 4:15 pm
Thomas Marchozzi, Executive Vice President & Chief Financial Officer

Unifying Our Brand: Connecting with Purpose ......................................... 4:15 - 4:45 pm
James Blazar, Senior Vice President & Chief Strategy Officer

Closing Remarks .......................................................................................... 4:45 - 5:00 pm
Elliot Joseph, President and CEO

Networking Reception  (in the Seaverns Room) ........................................... 5:00 - 7:00 pm
We aspire to be the healthcare system that provides the right care, in the right place, at the right time for all our patients — seamless, comprehensive, coordinated care provided with compassion and at a reasonable cost. We’re building the structure and the culture to transform how we deliver care. Remaining the same is unsustainable. We must change. The time is now.
Harford Hospital

• Performed 1st breast surgery on awake patient, 1st robotic parathyroidectomy, 1st robotic-assisted bariatric surgery and 1st robotic-assisted cadaveric in the state using Hansen Sensei Robot.

• Achieved highest-ever patient satisfaction (97.3%) and Core Measures scores (97.4%) and fewest falls with injury on record over ever.

• Increased discharges before 11 am. from 9% to 27%.

• More than 5,000 staff members participating in HSEM, generating 5,000 cases with 400 SimLab implemented so far.

• Increased cardiac surgery volume by 8.5%, cardiac volumes while rest of state's volumes decreased.

• New Linear Accelerator increased radiology oncology volumes while rest of state's volumes decreased.

• New Cardiac Catherization Lab increased cardiology volume by 18%, transplant orthopedic surgery.

• Hip Replacement program for Breast Centers, meeting all 27 established criteria.

• Advanced Wound Care and Hyperbaric Medicine Center earned Center of Distinction Award for excellent outcomes and patient satisfaction.

• Record-setting of the Stroke Program by the Department of Public Health without a site visit.

• Overall patient satisfaction better than national and state averages at 88.1% patient likelihood of recommending hospital at 89.1%, surpassing hospital in state.

• Opened new physical therapy site in Storms, increasing patient satisfaction by 30%.

• Relocated Pulmonary Function Lab, resulting in 15% improvement in overall efficiency.

• Relocated Women's Health Center to Manchester with subsequent 5% mammography volume improvement.

• Completed renovation of cardiac catherization center to improve families of critically ill patients.

• 79% of patients discharged to home received post-discharge phone calls to ensure discharge education has been received and safe follow-up has occurred.

• Zero blood stream-associated infections for past year. Year-over-year growth of 10%.

• 98% patient satisfaction with more than 1 million electronic utility physicians by offering ease of access and increased lab to integrate with increased number of community practices.

• Launched new physician portal, CLPConnect, enabling any other lab computers to efficiently view and sign home healthcare orders.

• Completed conversion to electronic medical records – more than 200 clinicians and staff able to work remotely across the system in patient homes via laptop computers.

• Launched phys portal to enable physicians to efficiently access and sign home healthcare orders.

• Increased number of hospital stays by 24%

• Named Newington's Business of the Year, contributing to 65% patient growth rate at Newington Patient Service Center.

• In first day to launch HUS, feedback in later services for patients, brought to market faster than any other lab.

• Joint physician portal, CLPConnect, enabling lab to integrates with increased number of community physicians by offering ease of access and increased electronic utility.

• 98% patient satisfaction with more than 1 million patients served last year. Year-over-year growth of 20%

Natchez Hospital

• Developed New Jobson Center in Old Saybrook.

• Established new summer clinical day-treatment program in Groton.

• Five new inpatient unit, main entrance and lobby.

• Began robotic surgery program.

• Awarded Blue Distinction in Center for Knee and Hip Replacement.

• Achieved Most Wanted Award.

• Awarded accreditation from the National Accreditation Program for Breast Centers, meeting all 27 established criteria.

• Advanced Wound Care and Hyperbaric Medicine Center earned Center of Distinction Award for excellent outcomes and patient satisfaction.

• Renovations on time and on budget ($30 million).

• Increased Emergency Department volume by 74% while ensuring 86% of ED patients are seen by a provider in 30 minutes.

• Recognized as case-mix-adjusted, cost-saving, effective.

• Improved ED patient satisfaction.

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• Performed first Connecticut interventional cardiology procedure.

• Developed new summer clinical day-treatment program.

• Recertification of the Stroke Program by the Department of Public Health.

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MidState Medical Center

• Completed a $40 million, 100,000-square-foot expansion, including new Emergency Department, inpatient unit, main entrance and lobby.

• Began robotic surgery program.

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• Achieved Most Wanted Award.

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Hartford Hospital

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• Recognized as case-mix-adjusted, cost-saving, effective.

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H3W: Hardwiring a Culture of Excellence

Critical H3W Attributes:

- All staff are involved in the improvement of their own work processes. They are members of work groups, and have an understanding of and ownership in the strategic direction of the organization. As the people who do the work, they know best what in the work setting needs to be improved and how to improve it. Hence, everyone in the organization is involved in quality improvement.
- Top Down & Bottom Up. Managers at all levels lead by deciding what improvement efforts to undertake and what resources to dedicate to them. Employees provide the energy, ideas, and expertise to carry out the improvements. This requires managers to lead by coaching, encouraging, and recognizing the employees who do the actual process improvement work.
- Facilitator Guided. Facilitators provide the glue that holds the entire process together. They work primarily behind the scenes with managers at all levels by helping them develop their leadership, problem-solving, meeting management, and other skills needed to be successful in their roles. Recognized as experts in measurement and data management, facilitators quickly become known for the scope of their knowledge of the organization. By providing constant, gentle pressure, they ensure that H3W stays on track and continues to improve.
- Data Driven. Decisions at all levels are based on quantitative data. It is particularly important that Work Groups measure their own quality and that this information is regularly shared with work group members.
- Customer Focused. Every employee at every level has both internal and/or external customers. In a never-ending cycle we find out what the customer wants, deliver it, regularly measure how well the customer is satisfied, and improve the processes that affect that satisfaction.

Create a customer-focused, values based culture of excellence that will put Hartford Healthcare in a class by itself

Provide a culture and an environment that brings out the best in our staff

H3W is Hartford HealthCare’s model for hardwiring a culture of excellence across the system, engaging staff to propel us to the highest levels of performance.
To drive the successful outcomes that will establish Hartford HealthCare as the region’s premier healthcare system — we must use measurement, ensure predictability, and hold every level of the organization accountable. The Balanced Scorecard process is one tool that will allow us to accomplish these goals in a rigorous and disciplined way.

### Hartford HealthCare

- **Mission/Vision**
  - Hartford HealthCare’s mission is to achieve excellence in the areas of quality and service. Our vision is to become an organized, high quality, cost effective healthcare system that offers the communities we serve.
  - HHC must have the ability to become the system of choice for both patients and providers, and create a strong value proposition for providers to join payers; and create a strong value proposition for both patients and providers.

#### Five Year (FY2010-14) Outcomes Goals

<table>
<thead>
<tr>
<th>Initiative</th>
<th>FY2010-14</th>
<th>FY2011</th>
<th>FY2012</th>
<th>FY2013</th>
<th>FY2014</th>
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<tbody>
<tr>
<td>Increase HHC system operating margin.</td>
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<td>Establish a targeted Bond Rating.</td>
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<td>Increase operating revenues for all HHC members.</td>
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<td>Recruit 75% of primary care physicians (or equivalent) as identified through the Medical Staff Development Plan.</td>
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<td>Outpace the State of CT growth in targeted services lines: (25%).</td>
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<td>Increase cumulative inpatient (6%) and outpatient volume (9%).</td>
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<td>Achieve 85% of targeted quality metrics at top-decile for each service line.</td>
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<td>Achieve top-decile satisfaction ratings for patients, member's peer group.</td>
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<td>Establish the HHC Coordinated Care Model by 2012.</td>
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<td>Increase externally funded research dollars by 2013.</td>
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<tr>
<td>Achieve HHC brand recognition within the communities we serve.</td>
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<tr>
<td>Increase the percentage of management that reports being engaged with HHC.</td>
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<tr>
<td>Increase the number of physicians on Allscripts or another EMR product which interfaces with the HHC HIE by 2015.</td>
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#### One Year (FY2011)

- **Outcomes**
  - Increase HHC system operating margin.
  - Establish a targeted Bond Rating.
  - Increase operating revenues for all HHC members.
  - Recruit 75% of primary care physicians (or equivalent) as identified through the Medical Staff Development Plan.
  - Outpace the State of CT growth in targeted services lines: (25%).
  - Increase cumulative inpatient (6%) and outpatient volume (9%).
  - Achieve 85% of targeted quality metrics at top-decile for each service line.
  - Achieve top-decile satisfaction ratings for patients, member's peer group.
  - Establish the HHC Coordinated Care Model by 2012.
  - Increase externally funded research dollars by 2013.
  - Achieve HHC brand recognition within the communities we serve.
  - Increase the percentage of management that reports being engaged with HHC.
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### 2010 – 2012 Strategies

- **Strategic Objectives**
  - Increase cumulative inpatient (6%) and outpatient volume (9%).
  - Achieve 85% of targeted quality metrics at top-decile for each service line.
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  - Establish the HHC Coordinated Care Model by 2012.
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  - Achieve HHC brand recognition within the communities we serve.
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  - Increase the number of physicians on Allscripts or another EMR product which interfaces with the HHC HIE by 2015.

#### 2010 - 2012 Prioritization Initiative

- **Fiscal Year (FY) 2010 Initiatives**
  - Increase cumulative inpatient (6%) and outpatient volume (9%).
  - Achieve 85% of targeted quality metrics at top-decile for each service line.
  - Achieve top-decile satisfaction ratings for patients, member's peer group.
  - Establish the HHC Coordinated Care Model by 2012.
  - Increase externally funded research dollars by 2013.
  - Achieve HHC brand recognition within the communities we serve.
  - Increase the percentage of management that reports being engaged with HHC.
  - Increase the number of physicians on Allscripts or another EMR product which interfaces with the HHC HIE by 2015.

#### 2010 - 2012 Strategic Themes

- **Strategic Theme**
  - Increase cumulative inpatient (6%) and outpatient volume (9%).
  - Achieve 85% of targeted quality metrics at top-decile for each service line.
  - Achieve top-decile satisfaction ratings for patients, member's peer group.
  - Establish the HHC Coordinated Care Model by 2012.
  - Increase externally funded research dollars by 2013.
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  - Increase the percentage of management that reports being engaged with HHC.
  - Increase the number of physicians on Allscripts or another EMR product which interfaces with the HHC HIE by 2015.

### Hartford HealthCare

- **Financial Strength**
  - Increase HHC system operating margin.
  - Establish a targeted Bond Rating.
  - Increase operating revenues for all HHC members.
  - Recruit 75% of primary care physicians (or equivalent) as identified through the Medical Staff Development Plan.
  - Outpace the State of CT growth in targeted services lines: (25%).
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  - Increase the percentage of management that reports being engaged with HHC.
  - Increase the number of physicians on Allscripts or another EMR product which interfaces with the HHC HIE by 2015.
Hartford Hospital

Founded in 1854, Hartford Hospital is one of the largest teaching hospitals and tertiary care centers in New England. A regional referral center, it provides high-quality care in all clinical disciplines. As New England's second busiest surgical center (after Massachusetts General), it is ranked among the top 10 centers in the country for experience with robotic surgery and performs more minimally invasive surgery than any hospital in the region.

The hospital owns and operates LIFE STAR, the state’s only critical care air transport system, and is Hartford’s only Level I trauma center.

Hartford Hospital's new Center for Education, Simulation and Innovation will take advantage of the hospital’s technology to complement the innovative and educational and research strengths, enhancing Hartford Hospital’s already diverse, comprehensive care.

Patient Care: 860 volunteers
6,983 employees
1,090 physicians
26,442 surgeries
95,400 Emergency Department visits
41,260 discharges
3,792 births
56,442 procedures
1,090 physicians
6,983 employees
110 volunteers

Quick Facts:

Patient Care
• 860 volunteers
• 6,983 employees
• 1,090 physicians

Financial
• $11M total revenue
• $24M Charity Care (2009)
• $132M provided for community benefit (2009)

Research
• 275 residents and fellows
• 275M annual research dollars

Enhancing Hartford Hospital

The financial objectives that will be pursued support and strengthen the hospital’s Clinical, Education and Research missions, enabling Hartford Hospital to become a leader in patient care and health as well as health care.

Ongoing dissatisfaction is the result of an ever-changing healthcare environment where the challenge of delivering quality care remains high. Patient care and satisfaction have become a critical aspect of healthcare delivery.

Ensuring that we have the right people with the right knowledge and skills to drive the continual improvement of Hartford Hospital, its divisions, and its facilities is a key initiative.

Growth

Ensuring that an infrastructure is in place to drive clinical and service development, facilities planning, and education and research initiatives is another key initiative. Growth opportunities are crucial to meeting the healthcare needs of the region.

Quality

Ensuring that an infrastructure is in place to drive clinical and service development, facilities planning, and education and research initiatives is another key initiative. Growth opportunities are crucial to meeting the healthcare needs of the region.

Executive Vice President and COO, Hartford Hospital
Jeffrey Flaks, Elliot Joseph

Not-for-profit regional tertiary care medical center
80 Seymour Street
Hartford CT 06102
860-545-5000
www.hartfordhospital.org

Jeffrey Flaks, Executive Vice President and COO, Hartford Hospital
MidState Medical Center has been delivering superior patient care to its surrounding communities for over a decade. MidState consistently ranks among the top hospitals in Connecticut and the nation in quarterly patient satisfaction surveys. The proud recipient of multiple awards and recognitions, MidState is the only hospital in the state to offer all private rooms. Comprehensive services include general surgery, emergency medicine, Weight Management Program, Cancer Center, Advanced Wound Care & Hyperbaric Medicine, Family Birthing, Sleep Care, Balance & Hearing, Digestive Health, Pain Management and Cardiac Care. With facilities across Central Connecticut, MidState conveniently delivers high-quality, patient-centered care close to home.

MidState Medical Center
Not-for-profit acute care hospital serving Meriden, Wallingford, Cheshire and Southington
495 Lewis Avenue
Meriden CT 06451
203-694-8200
www.midstatemedical.org

Satellite Locations
836 N. Main Street
Wallingford
680 South Main Street
Cheshire
98 North Main Street
Southington
61 Pomeroys Avenue
East Meriden

Quick Facts:
Lucille Janatka
President and CEO
MidState Medical Center

Patient Care
• 144 total beds
• 64,895 Department of Emergency visits
• 3,955 inpatient admissions
• 1,112 births
• 8,228 surgeries
• 305 physicians
• More than 1,200 employees
• 285 adult and junior volunteers
• $169 million in operating revenue
• Community Benefit
• $21 million in community benefit, $13 million in charity care

Awards & Distinctions
Solvent 100 Top Hospitals for ICU
SodaKids/Medical Healthcare Services Excellence Award
Press Ganey “Best of the Best” Top 25 Hospitals in the Country
Connecticut Breakthrough Quality Award
Best Small & Medium Sized Companies to Work for in America
Malcolm Baldrige National Quality Award, Consumer Status
Named one of the nation’s “Most Wired” Hospitals
President and CEO Lucille Janatka was named among the “Top 25 Women in Healthcare” for 2009 by Modern Healthcare magazine.

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Quick Facts:

MidState Balanced Scorecard Fiscal Year 2011

Quick Facts:

Not-for-profit acute care hospital serving Meriden, Wallingford, Cheshire and Southington
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Quick Facts:
Windham Hospital

Founded in 1933, Windham Hospital offers the latest medical technologies with a focus on patient safety, quality and a service excellence. Windham Hospital established the first diagnostic sleep laboratory in the region and was the first hospital in Eastern Connecticut to have a 64-slice CT scanner. The staff of more than 180 physicians offers strengths in many specialties and diagnostic disciplines, including Surgery, Orthopedics and Sports Medicine, Obstetrics and Gynecology, Critical Care, Radiology and Pathology. The newly renovated and expanded Emergency Center has successfully implemented the 30 minute Door to Doc initiative and the Radiology Department offers a variety of advanced interventional procedures.

Satellite Locations

The Windham Hospital Center for Women’s Health at Mansfield
7A Ledgestone Drive, Mansfield Center Windham Hospital Physical Therapy & Rehabilitation
Storrs Commons, Storrs Windham Hospital Physical Therapy & Rehabilitation
Gateway Commons Main Street, Willimantic

Quick Facts:

Patient Care:
• 130 total beds
• 30,914 Emergency Department visits
• 5,352 discharges
• 5,683 outpatient surgical procedures
• 164 physicians
• 805 employees
• 219 volunteers

Financial:
• $86 million in operating revenue
Community Benefits:
• $6.9 million provided for community benefit, $890,000 of it charity care

Industry Accolades:
• Lowest-cost acute care provider in Connecticut, according to the Connecticut Hospital Association

• Emergency Department ranked among top 1 percent of hospitals nationwide for patient satisfaction
• Eastern Connecticut’s elite critical care medical transport team
• Named 2010 Corporate Citizen of the Year by Windham Region Chamber of Commerce
• First community hospital in Connecticut to perform abdominal aortic aneurysm graft procedure
• State-of-the-art Women’s Health Center opened in April offers digital mammography, bone densitometry, and Integrative Health Services
• Echocardiography Laboratory the only one in Connecticut in which 100% of the staff are Fellows in the American Society of Echocardiography

Not-for-profit acute care community hospital serving 19 Eastern Connecticut towns
112 Mansfield Avenue
Willimantic, CT 06226
860-455-9116
www.windhamhospital.org

Dick Brownek
President and CEO
Windham Hospital

Novers 2011

Novers 2011

5.0%

2011

30%

40%

100%

3.0%

5.0%

6.0%

4.0%

2.0%

1.0%

0.0%
Natchaug Hospital

Founded in 1954, Natchaug Hospital is the largest provider of behavioral health services in Eastern Connecticut. It provides psychiatric treatment for children, adolescents and adults, and specializes in treating acute psychiatric distress and patients with dual diagnoses.

In addition to inpatient treatment programs, Natchaug operates a nine-site network of partial hospitalization and after-school treatment programs, as well as a residential treatment program for girls and a multi-specialty education program.

The hospital is one of only six Connecticut facilities providing inpatient psychiatric treatment for children as young as 5 and one of only nine with inpatient treatment for adolescents. Natchaug’s residential treatment program for court-involved adolescent girls in the care of the Department of Children and Families is the only one of its kind in the state. Admissions to Natchaug come from 112 Connecticut towns and six states.

Quick Facts:

Stephen W. Larcan, PhD
President and CEO
Natchaug Hospital

Private, not-for-profit psychiatric hospital

IBI Storm Road
Mansfield Center CT 06250
860-456-1311 or 1-800-426-7792
www.natchaug.org

Natchaug Balanced Scorecard Fiscal Year 2011

Goals

• 16

• 15

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• 11

• 10

• 9

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• 7

• 6

• 5

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Private, not-for-profit psychiatric hospital

189 Storrs Road
Mansfield Center CT 06250
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189 Storrs Road
Mansfield Center CT 06250
860-456-1311 or 1-800-426-7792
www.natchaug.org

Natchaug Hospital

Private, not-for-profit psychiatric hospital

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Established in 1975, Rushford is one of Connecticut’s leading providers of addiction and mental health prevention and treatment services. The organization’s experienced and compassionate clinical staff provides life-saving and life-changing services to more than 12,000 children, adolescents, adults and families each year. Rushford has collaborated with top universities such as Dartmouth, Yale and the University of Connecticut on research studies for the advancement of mental health and addiction treatment. Rushford is the behavioral health care provider for MidState Medical Center and partners with Hartford Hospital’s Institute of Living in providing the addiction component of the Institute’s nationally acclaimed Psychiatric Residency Program. The organization has received national recognition and has been honored by the State of Connecticut for its innovative approach to the delivery of high-quality prevention and treatment services.

### Quick Facts:

- **Patient Care**
  - 58 beds for adult addiction treatment, Middletown
  - 12 beds for adolescent addiction treatment, Durham
  - 7,761 admissions
  - 4 outpatient locations, Glastonbury, Middletown, Meriden, Wallingford
  - Youth services provider for Middlesex County, Glastonbury, Meriden/Wallingford
  - 325 employees

- **Financial**
  - $27 million in operating revenue

- **Community Benefits**
  - $12 million provided for community benefit, $1 million of it charity care

- **Awards / Distinctions**
  - Recognized by the Connecticut Department of Mental Health and Addiction Services for implementing research-based treatment models and prevention/wellness initiatives
  - President and CEO represents New England on the board of directors of the National Council for Community Behavioral Healthcare and, in 2009, was elected Vice Chair
  - Medical Director of Addiction Services named one of Greater Hartford’s Top Psychiatrists by Hartford Magazine for four consecutive years

### Rushford Balanced Scorecard Fiscal Year 2011

#### Quality
1. Some measures and criteria.
2. Anti-nicotine editorial training and selected casework service.
3. Trainer of trainers: Providing a professional work environment based on best practices.

<table>
<thead>
<tr>
<th>Perspective</th>
<th>Objective</th>
<th>Activities</th>
<th>Measures</th>
<th>Target</th>
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<tbody>
<tr>
<td>Customer</td>
<td>Improve patient satisfaction</td>
<td>a) Increase satisfaction with treatment (pre and post treatment)</td>
<td>a) Patient satisfaction index</td>
<td>9.8</td>
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<tr>
<td>Customer</td>
<td>Reduce number of patients who drop out</td>
<td>a) Reduce drop-out rate (pre and post treatment)</td>
<td>a) Drop-out rate</td>
<td>2/100</td>
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<tr>
<td>Customer</td>
<td>Implement research based treatment models</td>
<td>a) Implement research-based treatment models</td>
<td>a) Treatment model adoption</td>
<td>50%</td>
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<tr>
<td>Customer</td>
<td>Reduce number of patients actively smoking</td>
<td>a) Reduce number of active smokers</td>
<td>a) Active smokers</td>
<td>20%</td>
</tr>
<tr>
<td>Customer</td>
<td>Implement prevention/wellness initiatives</td>
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<td>a) Prevention/wellness initiatives</td>
<td>100%</td>
</tr>
<tr>
<td>Customer</td>
<td>Reduce number of patients who relapse</td>
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<tr>
<td>Learning and Development</td>
<td>Improve staff performance</td>
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<tr>
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Hartford Medical Group (HMG) was founded in 1983 with the goal of providing accessible, high-quality, cost-effective health care to the Greater Hartford community. HMG continues in that tradition, striving to be the best source of primary care services in the communities served. HMG physicians and staff are available to care for patients seven days a week, including weekday evening hours. Their goal is to see patients the same day if possible, and always within 24 hours of an appointment request, while providing quality medicine and a high level of customer service.

Whether a patient’s need is prevention of medical disorders, the treatment of known problems or the evaluation of new symptoms, HMG’s primary care providers, linked to the area’s best specialists and to Hartford Hospital, offer an ideal care delivery system dedicated to partnering with patients to maximize their well-being. HMG also provides urgent care/walk-in care services for non-life-threatening illnesses and injuries, as well as occupational medicine services.

**Quick Facts:**

- **Patient Care**
  - 166,000 patient care visits
  - 50,000 primary care patients
  - 48 physicians
  - 21 mid-level providers
  - 14 locations
  - $22 million in operating revenue

- **Employee/Quality**
  - Hartford Medical Group was recently honored to have scored in the top 3 percent of 954 participating medical groups in Connecticut in the quality program of a major insurer studying preventive care and disease management

- **Financial**
  - $22 million in operating revenue

Provider of outpatient primary care, urgent care and occupational medicine services

200 Retreat Avenue
Hartford CT 06106
860-545-7646
www.hartfordmedicalgroup.com

**2011 Financial Results**

- **$22 million in operating revenue**

**Awards / Distinctions**

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Clinical Laboratory Partners

Founded in 1998, Clinical Laboratory Partners is the largest laboratory headquartered in Connecticut. In addition to its main facility in Newington, Clinical Laboratory Partners has more than 80 locations throughout the state and three full-service labs. Clinical Laboratory Partners provides testing and research services performed by medical technologists using state-of-the-art equipment and methods. The laboratory is overseen by board-certified pathologists and PhD scientists. The organization’s medical directors are nationally recognized specialists in pathology and laboratory medicine.

Clinical Laboratory Partners stresses personalized service and has expertise in a broad range of areas, including anatomic pathology, autoimmune, cancer, cardiovascular disease, cervical health, cytogenetics, diabetes and renal disease, DNA-guided medicine, endocrine disorders, esoteric coagulation, flow cytometry, gastrointestinal disorders, genetics, infectious disease, infertility, molecular genetics, prenatal testing and reproductive services.

Quick Facts:

- **Patient Care**
  - 1.2 million+ patients
  - 3.5 million+ tests
  - 3,500 physician customers statewide

- **Financial**
  - $80 million in operating revenue

- **Awards / Distinctions**

- **Named Newington Business of the Year for 2010 by Newington Chamber of Commerce**

- **Received national exposure on Fox News for detection of bubonic plague**

- **Selected by Connecticut Public Television to participate in a national story on women’s health**

- **Exclusive partner with Ikonisys Clinical Laboratory Inc. of New Haven in providing a cutting-edge test for cervical cancer**

Clinical Laboratory Partners Balanced Scorecard Fiscal Year 2011

<table>
<thead>
<tr>
<th>Measures</th>
<th>Pillar Goal 3-5 Years</th>
<th>Initiatives</th>
<th>Source</th>
<th>Code</th>
<th>Accountability</th>
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<td>Strategic</td>
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<tr>
<td>Short Term:</td>
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<td></td>
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<td></td>
</tr>
<tr>
<td>Quick Facts:</td>
<td>James E. Fantus</td>
<td>CEO</td>
<td>Clinical Laboratory Partners</td>
<td></td>
<td></td>
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</tbody>
</table>
The physical rehabilitation arm of Hartford Healthcare

Eastern Rehabilitation Network (ERN) is the largest hospital-owned rehabilitation service in Connecticut. The network provides services through a combination of ERN/Hartford Hospital-owned sites and contract management sites. It operates 14 outpatient clinics with locations in Avon, East Hartford, Enfield, Glastonbury, Granby, Hartford, Manchester, Meriden, Wallingford, West Hartford, Wethersfield and Windsor.

ERN offers physical therapy, occupational therapy, speech-language pathology, sports medicine, and health and wellness programs. Services include aquatics, hand therapy, musculoskeletal rehabilitation, neurological programming, Safe Steps: Balance and Fall Prevention, speech therapy and swallowing evaluation and management, sports injury prevention and rehabilitation, vestibular rehabilitation, women’s health, work injury prevention and rehabilitation, and Pilates. Its highly skilled staff work with people who have acute illnesses, injuries and chronic diseases, as well as those who are interested in injury prevention and/or personal fitness. ERN has the resources and expertise to cover the entire spectrum of diagnoses.

ERN provides rehabilitation services across the continuum – acute care hospitals, long-term care facilities, subacute rehabilitation, homecare, outpatient centers, and in community settings such as senior centers, worksites, and schools and colleges.

Quick Facts:
- Over 500,000 patient care visits in the network
- 400 employees

Awards / Distinctions
- In February 2009, ERN’s outpatient locations received a three-year accreditation from the Commission on Accreditation of Rehabilitation Facilities (CARF). This is the highest level of accreditation that can be awarded and shows the organization’s conformance to standards established by CARF.

Eastern Rehabilitation Network Balanced Scorecard Fiscal Year 2011

- Service Excellence: "Very satisfied" percentage is one indicator highly valued by patients.
- Performance measures: 2011
- Financial strength for long-term financial stability: 2011
- Leadership: 2011
- Innovation: not applicable

Rita Parisi
CEO of Eastern Rehabilitation Network
VP of Rehabilitation Services at Hartford Hospital

181 Patricia M. Genova Drive
Newington CT 06111
860-696-2500
www.easternrehab.net
Unifying our Brand: Connecting with Purpose

HHC wishes to be seen as the healthcare provider building connections and working as a patient partner at every point in an individual’s healthcare experience in order to deliver outstanding healthcare, better results, and a life-long patient provider relationship.

And in a world defined by disconnect, HHC will focus on “Connecting with Purpose”

The process of defining the HHC brand was a collaborative, extensive project

- Site visits to member facilities
- Dozens of employee interviews
- Brand strategy worksession
- Evolution of the mark
- System branding audit

James Blazar
Senior Vice President & Chief Strategy Officer

Landor
Expert Advice and Consultation
We appreciate the work of the steering committee, which has devoted much time and energy to making this event a success. Their work insured that the day would be both substantive and enjoyable for all involved.