Our vision statement: Most trusted for personalized coordinated care.

Built for this.

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

Vision
Most trusted for personalized coordinated care.

Values
Integrity
Caring
Excellence
Safety
A MESSAGE FROM JEFFREY A. FLAKS

Dear Colleagues:

“We’re built for this.”

For much of the past year, I’ve turned to that phrase time and again as a shorthand way to express Hartford HealthCare’s agility and readiness in the face of chaos and uncertainty. As I look back on the year in totality, I’m struck by the courage and commitment of each member of the team, and by how durable and resilient this system of care called Hartford HealthCare has become.

The following pages highlight many — but by no means all — of the system’s accomplishments. In an unprecedented year filled with extraordinary challenges, Hartford HealthCare has performed at every level:

• We have lived out our highest calling: our mission to improve the health and healing of the people we serve. We have enhanced access to our services, added layered expertise and served our communities as never before.

• Our deepening commitment to diversity, equity and inclusion means we are intent on deliberately reaching all people, in all our communities.

• If the pandemic has proven anything, it is that our vision has value: being most trusted for personalized coordinated care — especially in a crisis.

• And throughout this tumultuous time, we led with our values on full display daily: integrity, caring, excellence and safety.

I have never been more proud to be part of such a team. Leadership at this time has required new approaches to acquired skill sets: transparency in communication, visibility and confidence in crisis, clarity of direction and patients-first expectations.

In sum, 2020 was a year of unequaled performance in helping people live their healthiest lives. I am filled with immense gratitude for the opportunity to serve my colleagues and community at this time.

Jeffrey A. Flaks
President and
Chief Executive Officer
Hartford HealthCare
Hartford HealthCare

Charlotte Hungerford Hospital
540 Litchfield Street
Torrington, CT 06790
860.496.6666
CharlotteHungerford.org
Licensed Beds (incl. bassinets): 223
Transitions from Inpatient Care: 10,528
Patient Days: 48,873
ED Visits: 62,253
Newborn Admissions: 874
Inpatient Surgeries: 2,282
Ambulatory Surgeries*: 8,173
Physicians on Staff: 524
Operating Revenue*: $392.5 million

Hartford Hospital
80 Seymour Street
Hartford, CT 06102
860.545.5000
HartfordHospital.org
Licensed Beds (incl. bassinets): 867
Transitions from Inpatient Care: 44,653
Patient Days: 250,124
ED Visits: 96,419
Newborn Admissions: 3,849
Inpatient Surgeries: 13,117
Ambulatory Surgeries*: 25,632
Physicians on Staff: 1,669
Residents/Fellows: 728
Medical Students: 225
Operating Revenue*: $1.8 billion

The Hospital of Central Connecticut
New Britain General Campus:
100 Grand Street
New Britain, CT 06050
860.224.5011
THOCC.org
Licensed Beds (incl. bassinets): 446
Transitions from Inpatient Care: 14,199
Patient Days: 69,942
ED Visits: 73,049
Newborn Admissions: 1,558
Inpatient Surgeries: 2,402
Ambulatory Surgeries*: 5,849
Physicians on Staff: 722
Operating Revenue*: $470.2 million

MidState Medical Center
435 Lewis Avenue
Meriden, CT 06451
203.694.8200
MidstateMedical.org
Licensed Beds (incl. bassinets): 156
Transitions from Inpatient Care: 9,442
Patient Days: 37,014
ED Visits: 43,421
Newborn Admissions: 716
Inpatient Surgeries: 3,112
Ambulatory Surgeries*: 7,399
Physicians on Staff: 684
Operating Revenue*: $351.5 million

*Audited
** Includes joint venture ASC (Glastonbury, Southington, BJI, Waterford) volumes
*** Includes Managed Service Organization
includes Natchaug
**** Includes employees and contingent staff
***** Includes employees and contingent staff
Institute of Living
200 Retreat Avenue
Hartford, CT 06106
860.545.7000
InstituteOfLiving.org
Transitions from Inpatient Care: 3,219
Inpatient Days: 38,899
Outpatient Visits (PHP/IOP/OP): 101,240
Residential Days: 7,256
Employees: 731

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
189 Storrs Road
Mansfield Center, CT 06250
860.456.1311
Natchaug.org
Transitions from Inpatient Care: 1,770
Inpatient Days: 17,222
Outpatient Visits (PHP/IOP/OP): 175,580
Employees: 488
Operating Revenue*: $46.4 million

Natchaug Hospital offers a wide range of accessible, community-based mental health and addiction treatment services for children, teens and adults through its network of 10 sites across eastern Connecticut.

Rushford
883 Paddock Avenue
Meriden, CT 06450
1.877.577.3233
Rushford.org
Residential Days: 32,180
Outpatient Visits (PHP/IOP/OP): 132,724
Employees: 488
Operating Revenue*: $31.2 million

Rushford offers treatment of addiction and behavioral health disorders in adults and adolescents, as well as drug prevention and youth development.
Hartford HealthCare Independence at Home
205 Kelsey Street
Newington, CT 06111
860.249.4862
HHCIndependenceAtHome.org
Employees: 455
Operating Revenue: $15,676,567
Live-in Hours: 513,648
Total Service Hours: 935,536
Clients Served: 1,457
Number of Towns Served: 157
Independence at Home offers non-medical home care, including live-in care, personal aides, meal preparation and Lifeline emergency response systems.

Hartford HealthCare Rehabilitation Network
181 Patricia M. Genova Drive
Newington, CT 06111
860.696.2500
HHCRhabilitationNetwork.org
Patient Care Visits**: 99,475
Employees: 1,240
Operating Revenue*: $9.7 million
The HHHC Rehabilitation Network provides physical rehabilitation services, including physical therapy, occupational therapy, speech and language therapy, and athletic training across the continuum and in community settings.

Hartford HealthCare Senior Services
80 Meriden Avenue
Southington, CT 06489
1.877.424.4641
HHCSeniorServices.org
Beds: 643
Employees: 1,068
Volunteers: 72
Operating Revenue: $79,387,455
Includes: Hartford HealthCare Center for Healthy Aging: senior resource/assessment center, The Orchards at Southington and Cedar Mountain Commons: independent and assisted living, Mulberry Gardens of Southington: assisted living, memory care, adult day center, Southington Care Center and Jefferson House: skilled nursing and rehabilitation, St Vincent’s Special Needs: adult and child residential, adult day center, school. Management contract with Jerome Home and Arbor Rose.

Hartford HealthCare Medical Group
1290 Silas Deane Highway
Wethersfield, CT 06109
860.545.7188
HHCMedicalGroup.org
Office Locations: 329
Physicians: 740
Mid-Level Providers: 433
Employees: 3,086
New Primary Care Patients: 122,062
Primary Care Visits: 730,937
Operating revenue*: $274,773,149
Provider of primary care, surgical care, urgent care and specialty medicine.

Integrated Care Partners
1290 Silas Deane Highway
Wethersfield, CT 06109
860.972.9051
IntegratedCarePartners.org
Provider Members (including primary care providers): 1,132
Primary Care Provider Members: 469
Operating Revenue*: $8.8 million
Founded in 2013 with a mission of becoming a clinically integrated, physician-run organization delivering value-based population health, Integrated Care Partners (ICP) brings together community private-practice and Hartford HealthCare (HHC)-employed physicians. ICP includes more than 2,000 provider members, of which approximately 400 are primary care providers, and is a recognized leader in Connecticut in working to manage population health. This includes meeting quality metrics related to coordinating care and keeping patients healthy to improve their quality of life and the overall well-being of our communities.

GoHealth Urgent Care:
18 locations
CarePartners of Connecticut:
2,688 members
Imaging locations: 40
Ambulatory surgical and GI diagnostic centers: 14

*Audited
** Includes Managed Services Organization
Unprecedented year, unparalleled achievement

From our system’s first COVID-positive patient on March 13 through the end of the fiscal year on September 30, HHC cared for 2,804 pandemic patients. We divided our work into three phases: Prepare and Respond to the new global emergency; Respond and Recover by ensuring a safe and measured return to services; and Recover and Return, ensuring we were ready for vaccines and, eventually, a “better normal” post-pandemic.

Nine drive-through test sites
Our unique partnerships with Quest Diagnostics and GoHealth Urgent Care allowed us to systematically create convenient drive-through testing at nine locations throughout the state. By the end of the calendar year, we provided more than 776,098 tests — fully one-fifth of the total provided in the entire state.

24-hour COVID information hotline
Realizing the need to provide accurate information during an evolving health crisis, we launched a toll-free, 24/7 hotline in March (833.621.0600), and also provided access to behavioral health experts for those needing emotional support. By year-end, the line logged more than 334,026 calls.

Vaccines and valor
On December 14, 2020, Hartford HealthCare received the first shipment of COVID-19 vaccine in Connecticut — meaning some of our healthcare professionals were among the first in the nation to be given this breakthrough medication. As the year ended, plans were well underway for community vaccinations in the first part of 2021.

Alternate-care sites
To ensure the state had sufficient bed capacity, we partnered with the state and Army National Guard, building alternate-care sites to treat low-acuity patients with the virus.

Predicting the pandemic
HHC developed and shared Connecticut’s first model for predicting the timing and impact of the pandemic. Then, building off years of collaboration between Massachusetts Institute of Technology and our Center for Education, Simulation and Innovation (CESI), we co-developed additional modeling to guide decision-making about the coronavirus’s prevalence, peak and spread.

Hartford HealthCare at Work
We expanded our partnership with workplaces, helping them provide screening for employees, consultation for best practices in establishing COVID-safe return-to-workplace programs and guidance for ongoing health and infection control programs.

2,940 calls to emotional support hotline
83,876 online COVID screenings
776,098 COVID tests in 2020
Addressing racial equity, confronting health disparities

Hartford HealthCare deepened our work and commitment to addressing issues of diversity, equity and inclusion by collaborating with community partners to focus on healthcare disparities.

Provided **mobile health screenings** (later to include free COVID testing and vaccines) at food pantries, houses of worship and in underserved communities. We invested in a large-scale expansion of our community outreach and conducted more than 1,000 mobile testing events in underserved areas, providing nearly 70,000 people with COVID tests.

Developed an online resource, **ConnectionsThatMatter.org**, to connect people seeking help and the hundreds of verified non-profits and government agencies that serve them. It’s a “social care network” that makes it easy for people to find social services in their communities, for non-profit to coordinate efforts and for providers to integrate social care into the work they already do.

Joined the **Institute for Healthcare Improvement’s (IHI’s) Pursuing Equity project**, an 18-month learning network to embed equity across multiple dimensions. We received scholarship support from IHI and a grant from the Connecticut Health Foundation.

Encouraged participation in the **U.S. Census**, as well as registration and voting in the 2020 general election, and widely shared candid conversations about making HHC a place where every colleague feels heard, respected and like they belong.

Launched a partnership with **Wholesome Wave** developing and deploying programs, platforms and seed funding to address the lack of affordability and access to healthy food. A pilot we launched at Hartford Hospital empowers providers to write free healthy food “prescriptions” for 500 low-income diabetic patients.
Innovation: It's in our DNA

Hartford HealthCare made significant strides this year in developing a vibrant entrepreneurial and innovative healthcare ecosystem.

Entered into a partnership with the Israeli Innovation Authority, allowing Israeli startups to collaborate with HHC to develop new technologies, products and services that will enhance the patient experience in the region.

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HHC is one of only four organizations that collaborate with startups to design custom pilots to address business and customer needs. A cohort of nine tech companies is focused on building technology and senior care.

Launched collaboration with startup accelerator Upward Labs and its $3.9-million AgeTech Fund. The partnership establishes Hartford HealthCare as Upward Labs’ exclusive homecare partner — the healthcare company with which AgeTech companies will pilot their senior living technologies.

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Became the anchor partner in a state grant-funded initiative, Innovations Place, to foster innovation, economic development and job growth in the Hartford Region, focused on medtech innovation.

Helped launch a Digital Health Accelerator as part of a public/private initiative in partnership with Trinity College, the UConn School of Business and the state’s Tech Commercialization Services Division. We are now investing in new health-tech companies that are just taking off.

110,445 primary care visits with virtual health

59,960 virtual visits with specialists
Enhancing access and expertise — more care in our communities

The opening of Hartford HealthCare’s Access Center in downtown Hartford is a demonstration of both our commitment to consumer convenience and civic investment. A total of 500 colleagues will eventually use our 60,000-square-foot Pearl Street offices and coordinate care among our 430 locations and 3,000 physicians statewide.

Expanding critical care Hartford HealthCare’s $70-million expansion of the Hartford Hospital Bliss Building will answer the growing need for clinical space. The four-story, 50,000-square-foot expansion, expected to be complete in August 2021, will include 18 new critical care beds, five operating rooms, a 10-bed pre- and post-recovery area, and three new MRIs.

Better backs In October, HHC’s Ayer Neuroscience Institute opened the Spine Wellness Center in Westport. It’s a comprehensive, holistic set of offerings combining traditional care options — neurological care, pain management and physical therapy — with nutritional counseling, mental health care, yoga, acupuncture, meditation and massage.

Campus Care Hartford HealthCare Campus Care is proud to partner with local teams, colleges, universities and high schools to provide care for their faculty, staff and students and help them feel their best. We’re the exclusive sports medicine provider for the University of Hartford Hawks, Trinity College Bantams, University of Saint Joseph Blue Jays, Loomis Chaffee Pelicans, Connecticut College Camels, Toronto Football Club, Bellator MMA and Showtime Boxing.

More providers The Hartford HealthCare Medical Group grew by 677 new providers (doctors and advanced practitioners) in the past year. New recruits include primary care providers and specialists who span the spectrum of service offerings in our six health institutes. In the pandemic, these specialists included five infectious disease experts.

Southeast shore A new Hartford HealthCare Health Center is being developed in Waterford. This expansion of service offerings in southeastern Connecticut includes new health centers in Mystic and Pawcatuck.
Awards and honors

These meaningful recognitions are a tribute to the dedication and expertise of our 33,000 colleagues across Hartford HealthCare.

U.S. News & World Report
Top rankings for Southington Care Center, Jefferson House and Jerome Home

U.S. News & World Report
#1 ranking in Hartford metro market for Hartford Hospital Orthopedics, AVBR, CAGB, CHF, Colon, COPD, Hip, Knee and Lung

Kaiser Family Foundation
Best Homecare agency

Society of Thoracic Surgeons and College of American Radiologists
Our cardiac surgery program was the only one in the state to receive the 3-star rating in four categories.

LexisNexis
Top ranking for Hartford HealthCare Homecare and Hospice

Hartford Business Journal
Multiple Healthcare Heroes Awards

Leapfrog
Only two Top Hospitals in Connecticut — Backus Hospital and MidState Medical Center — based on Leapfrog’s safety and quality ratings

Coalition Against Domestic Violence
Award

3,460 hospitalized COVID patients recovered
Despite the COVID-19 pandemic, Hartford HealthCare’s Central Region saw a year-over-year increase in many service lines, including surgeries, improvements in quality and safety, and expansion of its footprint. Much of this success can be attributed to the recruitment of new physicians and the resources available at the region’s facilities. Great progress was made in quality and safety. The Hospital of Central Connecticut (HOCC) saw a 57 percent decrease in the number of hospital-acquired infections, while MidState saw a 47 percent drop. In addition, there was a steady decline in serious safety events. These numbers are a testament to frontline colleagues’ continued focus on safety.

In November, Hartford HealthCare signed a purchase agreement to acquire Hunter’s Ambulance Service, Inc., which has a prominent presence in several Central Region communities. The Central Region now has access to more physicians than ever before, thanks to Hartford HealthCare’s partnership with the Physicians Alliance of Connecticut (PACT). The alliance has nearly 100 primary and specialty care providers in a number of offices in central and southern Connecticut. All of this success has been driven by the hard work and dedication of a team that’s made up of thousands of professionals in the Central Region.

Other highlights include:

**Limb Preservation Program reduces amputation risk**
HOCC launched its Limb Preservation Program to offer individualized treatment for patients with diagnoses that put them at risk for amputation. The multidisciplinary approach helps to minimize or prevent life-changing amputations.
**Auris robot offers improved lung endoscopies**

The addition of the Auris Health’s Monarch Platform at HOCC is revolutionizing robotic bronchoscopy, allowing doctors to navigate to the edge of the lungs with more precision. This technology holds promise for earlier and more accurate diagnosis of pulmonary nodules in patients at risk for lung cancer.

**HOCC pursues Level III Trauma designation**

HOCC is in the process of becoming a Level III Trauma Center. The hospital will undergo a verification process by the American College of Surgeons in late 2021 and will then apply for state designation.

**MidState adds and remodels operating rooms**

An extensive construction project increased the number of operating rooms at MidState from 11 to 15, while also remodeling two existing operating rooms to provide more space and resources. The additional operating space enhances capabilities and will help recruit physicians at the top of their fields.

**MidState cancer services grow**

MidState medical oncology and infusion services are now under the direction of the Hartford HealthCare Cancer Institute at the Hospital of Central Connecticut, providing more comprehensive care. The MidState Breast Center was also certified by the National Consortium of Breast Centers as a Comprehensive Breast Center, based on metrics in surgery, medical and radiation oncology, pathology, radiology, nurse navigation and survivorship.
The East Region continued to demonstrate its expertise, high standards for quality and safety, and commitment to providing the best care for patients with achievement awards from the American Heart Association and the American Stroke Association for work being done to improve stroke care at both Backus and Windham hospitals.

Both hospital campuses improved their imaging technology with the addition of Single-Photon Emission Computed Tomography/Computed Tomography (SPECT CT). This state-of-the-art technology provides more accuracy and lower radiation doses, which will have a positive impact on patient outcomes.

Backus Hospital received national certification from the American Association of Cardiovascular and Pulmonary Rehabilitation (AACVPR) for the hospital’s commitment to improving quality of life for cardiac rehab patients by enhancing standards of care. The Association of periOperative Registered Nurses (AORN) also honored Backus with its Go Clear Award™, which recognizes facilities committed to reducing surgical smoke linked to respiratory issues in perioperative nurses, from devices such as lasers or electrosurgery units.

During 2020, the region added 20 new providers in a number of specialties including heart and vascular, primary care, infectious disease, neuroscience, rheumatology and oncology, thoracic and general surgery.

In a challenging year, hospital teams worked with community partners to provide resources, education and funding to support the most vulnerable populations. Through special programs like the President’s Partner Award and Rx for Health, the region established itself not only as a healthcare provider, but also a community collaborator.

Other highlights from 2020 include:

**Backus and Windham awarded “A” for Safety**
Backus and Windham hospitals were each awarded an A-rating in The Leapfrog Group’s spring 2020 Hospital Safety Grade. Backus also received an A-rating and was named a Top Hospital this fall. The designation recognizes efforts to protect patients from harm and provide safer healthcare.
A regional approach to women’s health
The East Region continued to enhance and grow its women’s health services, while also strengthening the network of care HHC provides to women in all stages of life. Backus Hospital plans to extend neonatal care with a program that provides individualized plans for each mother and baby.

East region expands in southeastern CT
In addition to the 47,000-square-foot health center in Mystic, Hartford HealthCare continued to expand its presence along the shoreline by breaking ground at the former Toys R Us property in Waterford. The building will initially house men’s health, primary care, rehabilitation and gastroenterology services.

In July, the newest Hartford HealthCare Cancer Center opened its doors at 164 Otrobando Ave. in Norwich. The office includes specialists Drs. Sapna Khubchandi, Michael Kane and Amandeep Aujula. This new facility expands cancer services and access in Norwich as well as at the HHC Cancer Institute in Waterford.

President’s Partner Award recognizes Norwich Free Academy
Backus Hospital selected Norwich Free Academy (NFA) as the 2020 recipient of the President’s Partner Award for Community Partnership. The award includes a donation of $10,000 to support NFA’s Wildcat Loft and its efforts to combat food insecurity in the greater Norwich area by restocking the shelves of the school’s food pantry. The donation also helped purchase Thanksgiving meals for 50 students and their families and is expected to keep the food pantry stocked through March.

Rx for Health celebrates 10th anniversary
Backus Hospital’s Rx for Health program celebrated its 10-year anniversary this fall. The program provides “prescriptions” for nutritionally at-risk families in the Norwich area that can be redeemed for fresh fruits and vegetables at the weekly Farmers Market in downtown Norwich. In addition to receiving the fresh foods, registered dietitians provide the families with nutrition counseling and education materials.
October 1, 2020, marked one year since St. Vincent’s Medical Center joined Hartford HealthCare and the Fairfield Region was established. The past year’s growth and achievements were recognized with a celebration for colleagues and a generous $50,000 donation from Hartford HealthCare to the Bishop Jean Williams Food Pantry in Bridgeport as a way of giving back to the community.

St. Vincent’s is not only growing the number of providers and areas of expertise, but is also expanding geographically, with medical office buildings now open in Westport, Stamford and Milford. Thanks to this growth, primary care physicians can now refer patients to specialists who are close to home.

Recruitment of physicians at the top of their field was a key priority during 2020. The addition of new providers supported the goal of growing Hartford HealthCare’s institutes in the Fairfield Region — including the Cancer, Ayer Neuroscience, Connecticut Orthopaedic, Behavioral Health Network, Tallwood Kidney and Urology and Heart & Vascular Institutes — as well as the continued expansion of the primary care network with recently acquired practices in Stamford, West Haven and Orange.

In just one year, St. Vincent’s has successfully integrated on many levels and has made great strides towards the goal of becoming a destination center and providing new access points within the communities served.

A successful transition
Despite the continued focus on the COVID pandemic and expansion of services, St. Vincent’s experienced a successful transition to Hartford HealthCare support services, all while strengthening culture, quality, staff engagement and patient experience.

More providers, more care
In just 12 months, St. Vincent’s’ roster of experts grew significantly with the addition of more than 200 new providers.
Improved access in Fairfield County
Access to care was expanded in alignment with Hartford HealthCare’s acute and ambulatory philosophy, including new physician offices in Stamford, Norwalk, West Haven and Milford; a new surgery center in Milford; the Spine Wellness Center in Westport; a home healthcare affiliation; a diagnostic imaging partnership; and outpatient physical therapy.

Awards for excellence
St. Vincent’s enhanced scores in public reporting of quality metrics and was recognized by the American Heart Association with its “Get With The Guidelines” awards for heart failure and stroke care excellence.

Dr. Khalid Abbed wields the big scissors at the HHC Spine Wellness Center in Westport ribbon cutting.
The many accolades of 2020 included the designation of Hartford Hospital as a Top 50 hospital for cardiac surgery by Healthgrades and 2020 Northeast Region Hospital of the Year by the Mended Hearts organization.

Many high-profile physicians joined the provider team in areas such as transplant, surgical oncology and neurosurgery, maintaining Hartford Hospital’s reputation as a preferred destination for the nation’s best doctors.

Hartford Hospital continued its commitment to identifying and meeting the healthcare needs of the community by creating effective and sustainable programs. For example, in early October, the Chase Family Movement Disorders Center opened its Spanish Clinic in the Brownstone Building at 79 Retreat Ave., providing expertise in the care of Parkinson’s disease, tremors, gait disorders, Huntington’s disease, dyskinesia and other movement disorders for Spanish-speaking patients.

Our outstanding research teams were in the national spotlight as well, including the Hartford Hospital Center for Anti-Infective Research and Development, which was awarded three of four possible grants by the Food and Drug Administration in a recent national funding competition. The highly competitive program considered 23 proposals for only four possible funding slots and awarded funding for all three white papers submitted by the Hartford team. The team will continue its focus on developing new antibiotics for the treatment of multidrug-resistant bacterial infections, an unmet medical need currently listed as one of the most important global threats by the World Health Organization.

All of these accomplishments and recognition in 2020 translate to enhanced and improved care and experience for patients.

**Bliss expansion at Hartford Hospital**

Construction continued at the site of the Bliss Building expansion. The facility will house MRI, interventional radiology, electrophysiology, cath lab, a new pre/post recovery area, 18 critical care beds, and additional operating room space. Construction is expected to be completed in August 2021.
HARTFORD REGION

Top honors from U.S. News & World Report
Hartford Hospital was ranked #1 in the Hartford Metro Area and among the best hospitals in Connecticut for 2020-21 by U.S. News & World Report. This year, Hartford Hospital ranked as a high-performing hospital in one specialty and eight procedures, including aortic valve surgery, colon cancer surgery, heart bypass surgery, lung cancer surgery, heart failure, hip and knee replacement, COPD and orthopedics.

Growth in Enfield and Bloomfield
Hartford HealthCare began offering services in a newly renovated space at 7 Elm St., Enfield, in October with the addition of Bone & Joint Institute providers. More Hartford HealthCare services will be added to the space in the future.

The new Hartford HealthCare Digestive Health Center opened in early 2021. The center will serve as a single site of care for patients with common and complex digestive health disorders. The Digestive Health Center offers a multidisciplinary approach, with a team made up of experts in surgery, gastrointestinal, nutritional and behavioral health. The 13,000-square-foot facility will also include a joint venture endoscopy center in partnership with Connecticut GI, doubling the capacity of the current Bloomfield endoscopy center.

Community Pharmacy: More success and a new space
Construction will be completed in February on a new space for the Hartford HealthCare Community Pharmacy at Hartford Hospital. The new 3,330-square-foot facility in the former Friendly’s space will boast more than twice the square footage and offer several new features including robotic technology called ScripPro, an automated prescription dispensing system. The Community Pharmacy is an outpatient pharmacy program dedicated to providing patients with the support necessary to manage complex medication regimens.

Healthy food for low-income diabetic patients
Hartford Hospital and Wholesome Wave joined forces in a collaboration designed to improve the affordability of fruits and vegetables for hundreds of low-income patients with diabetes. The initiative empowers healthcare providers to write prescriptions for produce. The purchase of produce and all program expenses are funded by Hartford Hospital.

Bone & Joint Institute providers are now taking patients at the 7 Elm Street Enfield location.

A new community pharmacy is being reimaged at the site of the former Friendly’s restaurant.

Members of Wholesome Wave introduce the program at Hartford Hospital.
Charlotte Hungerford Hospital, in its third year of affiliation with Hartford HealthCare, experienced an incredible amount of growth and change since the hospital took the historic step of joining a larger health system. Together, we have a shared commitment to northwestern Connecticut to provide more providers, new facilities and expanded services.

**Highlights of 2020 include:**

* Being awarded an “A” from The Leapfrog Group based on a hospital’s performance protecting patents in preventing medical errors, injuries, accidents, infections and other harms to patients in their care.

Continuing our commitment to enhancing primary and specialty care offerings with the recruitment of highly skilled providers and staff in neurology, podiatry, surgery, endocrinology and family medicine.

Improving care coordination and emergency room wait times substantially and adding new surgical procedures and technology including a new CT Scan, Nuclear Imaging and Endoscopic Ultrasound.

Relocating and expanding the HHC Rehabilitation Network to the Torrington Sky Top Plaza and completing significant infrastructure investments at CHH with the installation of new energy-efficient fuels cells and walkway lighting.

Adding a fourth general surgeon to the Hartford HealthCare Medical Group at CHH Surgical Services, a third provider to Hartford HealthCare Medical Group at CHH Diabetes and Endocrinology and a new neurologist specializing in movement disorders to the four providers at the Ayer Neuroscience Institute at CHH in Torrington.

Charlotte Hungerford Hospital shows its appreciation to all its dedicated healthcare staff and providers last summer.
HHC Cancer Institute opens infusion center
The HHC Cancer Institute and CHH opened a new hospital-based medical oncology and infusion center under the direction of the Hartford HealthCare Cancer Institute at The Hospital of Central Connecticut. The new facility provides a comfortable environment, ushering in a new era of cancer care for patients.

Building Healthy Communities Fund goes to work
Milestones continue to be reached for this HHC-established foundation that provides grants aimed at addressing social determinants of health in the northwest region, including workforce development, transportation, economic development and early childhood education initiatives. Nearly $1.5 million has already been distributed to help residents live their healthiest lives.

Cardiology innovations introduced
One of many new technology partnerships, this project brings together CHH interventional radiologists and Heart & Vascular Institute physicians to assist patients experiencing heart failure by implanting devices that remotely monitor their condition to help adjust care before symptoms require hospitalization.

HHC HealthCenter opens in Winsted
HHC opened its new, state-of-the-art Winsted HealthCenter, representing one of the largest investments in the town in decades. The facility features a wide range of new services including an emergency department, LIFE STAR helipad, mammography, CAT scan, physical and occupational health, cardiac rehab, and primary and specialty care services.

Region’s first geriatrician arrives
The HHC Medical Group welcomed geriatrician Rachna Valvani, MD, the first internist in the area who specializes in individuals 65 years and older and the diseases that affect them. The addition of Dr. Valvani is an accomplishment for the growing network of Torrington Senior Services.
Opened five new sites—spanning three regions—in Mystic, North Haven, Bridgeport, Westport and Stamford. In addition, 60 new providers were added, including Khalid Abbed, MD, co-physician-in-chief of Ayer, chief of neurosurgery at St. Vincent’s Medical Center and medical director of the new Spine Wellness Center; Kelly Matmati, MD, chief of neurology and director of the Fairfield Region Stroke Center; Rajat Sekhar, MD, director of pain management in the Fairfield Region; Vijay Yanamadala, MD, director, neurosurgery spine quality and surgical optimization; and Editha Johnson, DO, neuro-ophthalmologist.

Celebrated a number of innovative “firsts,” including the system’s first intracranial EEG electrode implantation surgery and first in the region to implement the Artemis Neuro Evacuation Device for minimally-invasive surgical treatment of hemorrhagic stroke patients.

Awards and recognition included the American Heart Association 2020 Get with the Guidelines Gold Plus awards for St. Vincent’s Medical Center, The Hospital of Central Connecticut and Hartford Hospital; Acute Stroke Ready Joint Commission certification for Windham Hospital; re-accreditation by the American Academy of Sleep Medicine for the Bloomfield Sleep Lab; and the Hartford Hospital EEG Lab becoming the first in Connecticut to receive the American Board of Registration of EEG and Evoked Potential Technologist Accreditation.

The Sports Neurology Program developed an innovative partnership with Bellator Mixed Martial Arts and Premier Boxing Champions to provide ringside coverage (featured on CBS Sports and Showtime), physical and neurologic exams, and on-site COVID testing.

The first neurosurgery resident and Strokenet fellow were welcomed, marking a major educational milestone for the Institute. The neurology residency, vascular neurology fellowship and neuromuscular fellowship programs also received continued accreditation by the Accreditation Council for Graduate Medical Education (ACGME).
The Behavioral Health Community Support Line, established as part of the Community Care Center (CCC), received more than 2,000 calls. The hotline combines existing medical health advice from BHN experts with mental health and substance abuse services.

The Institute of Living hosted a virtual Summer Series Grand Rounds focusing on diversity, equity and inclusion (DEI). Over the course of nine weeks, speakers from around the country presented on topics including implicit bias, racial inequity and racism in mental health care. Nationally renowned experts included Drs. Sarah Vinson and Ruth Shim.

The Recovery Leadership Academy received a $2.5 million Health Resources and Services Administration (HRSA) grant for training and the placement of Recovery Support Specialists (RSS). The grant will allow for the placement of 260 interns across Hartford HealthCare. To date, the Academy has trained 110 people, and 32 RSSs are employed.

As part of the Zero Suicide Initiative, adopted the Columbia Suicide Severity Rating Scale (C-SSRS) as the standard suicide screening instrument across all Behavioral Health Network entities as well as inpatient medical and emergency department settings. This standardized approach to suicide risk assessment across the system, deployed through Epic, provides decision support regarding interventions based on risk level.

Dr. Godfrey Pearlson is one of the co-principal investigators for the NIH-funded international study examining the cause and effect of schizophrenia in high-risk adolescents and young adults.

The Olin Neuropsychiatry Research Center and Advanced Services for Adolescents with Psychosis Program at The Institute of Living was selected to join an international research effort to better understand the cause and effect of schizophrenia in high-risk adolescents and young adults. Backed by a $52 million, five-year grant from the National Institutes of Health (NIH), the research includes determining psychosis risk.

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Enhanced coordinated, multidisciplinary cancer care across the state. Many new providers and physician leaders were recruited to St. Vincent’s Medical Center, bolstering the Breast Program, surgical oncology and digestive health, among other cancer services in Hartford HealthCare’s newest region. At Charlotte Hungerford Hospital in the Northwest Region, a new 3,000-square-foot facility opened, bringing together infusion services, physicians and support staff. It features medical exam rooms, private infusion bays with televisions and other amenities. Also at Charlotte Hungerford, breast and reconstructive surgery, as well as nurse navigation services, were expanded.

Exceeded targets in patient experience and ranked Hartford HealthCare in the top 25 percent of cancer centers across the country, with 90.2 percent of patients rating the care they received as “very good.” Despite disruptions from COVID that required the delivery of more care virtually, patient experience gains were fueled by a focus on patient-centered care, feedback from Patient and Family Advisory Councils and the introduction of the Cancer Support Community, a program that has streamlined support groups, education and online resources for patients and families.

Boosted physician recruitment, retention and professional development. Fifteen new physicians were added across Hartford HealthCare, with a focus on access, coordinated care and healthcare disparities. The Institute pivoted to virtual educational activities for the team and community. To help close long-standing gaps in cancer survival among minorities, some of our providers and staff participated in the American Society for Clinical Oncology (ASCO) Quality Training Program with Disparity Cancer Populations.

Piloted, with the Tallwood Urology & Kidney Institute, a nurse navigator–driven multidisciplinary virtual clinic in which newly diagnosed prostate cancer patients participate in virtual consultations with providers from various disciplines. Read more on page 54.

Experienced exponential growth in infusion volume and medical oncology and specialty oncology visits at the Manchester cancer center, one of our newest facilities. Providers with a subspecialty focus in the areas of genitourinary oncology, surgical oncology, thoracic surgery, breast cancer care, gynecologic oncology and genetics counseling offer appointments at the Center. Growth in visits to our providers and the infusion center exceeded projections by 54 percent.

CANCER INSTITUTE

The Manchester cancer center experienced unprecedented growth in the past year.
Recruited 20 experts in cardiology, interventional cardiology, electrophysiology, cardiac surgery, peripheral vascular, transplant surgery, advanced heart failure and vascular surgery.

Hartford Hospital is the only hospital in Connecticut to achieve a Society of Thoracic Surgeons (STS) 3-star rating in four categories for its cardiac surgery program: Coronary Artery Bypass Grafting (CABG), Aortic Valve Replacement, Mitral Valve Replacement/Repair and Mitral Valve Repair/Replacement plus CABG. This places Hartford Hospital among the best programs nationwide. Additionally, its transcatheter aortic valve replacement (TAVR) program has received a 3-star rating from STS and the American College of Cardiology Transcatheter Valve Therapy Registry, placing Hartford Hospital among the top hospitals nationwide for outcomes in TAVR.

Hartford HealthCare was recognized by the American Heart Association for its adherence to evidence-based care and consistently excellent outcomes for care of heart failure and heart attack patients.

Increased access to subspecialty services through programmatic expansion including the development of a limb preservation program in partnership with the vascular surgery team at The Hospital of Central Connecticut, launch of a CardioMEMS device clinic to treat heart failure patients at Charlotte Hungerford Hospital, advancement of a women’s cardiac health program in the Hartford and Central regions, and establishment of a cardio-oncology program.

Dr. Howard Haronian, chief medical director, vice president, East Region, meets with a CardioMEMS patient at his office in Westerly, RI. CardioMEMS, a remote monitoring implant device aimed at keeping heart failure patients out of the hospital, is now offered at all Hartford HealthCare acute care locations.

The Heart & Vascular Institute at Hartford Hospital was recognized by Healthgrades as one of the 50 Best for cardiac surgery in 2020.
The Sports Medicine Program continued to strengthen thanks to strategic partnerships with Trinity College, the University of Saint Joseph, and the University of Hartford. Through these partnerships, BJI physicians serve as exclusive sports medicine providers and connect students to niche specialists in psychology, neurology, nutrition and more. BJI also secured an agreement to provide orthopedic coverage for a Major League Soccer Club (Toronto FC).

The Bone & Joint Institute established its first-ever spine fellowship in collaboration with UConn. This fellowship allows exposure to a robust spine rotation of over 600 spine surgeries per year performed at BJI and furthers HHC’s educational mission.

Began offering services at the newly renovated health center at 7 Elm St., Enfield. The new site includes specialists in joint replacement, foot and ankle, spine, hand and wrist, and sports medicine.

The FORCe Therapeutics platform was launched at the BJI for patient engagement and collection of Patient Reported Outcome Measures (PROMs). FORCe provides a way to engage with patients electronically on their mobile devices on a daily basis, while automatically collecting PROMs and allowing for high-level analysis.

In collaboration with Ayer Neuroscience Institute, BJI utilized PREPARE, the pre-op risk assessment center. More than 100 neuro-spine cases were completed at BJI during 2020.

The Sports Medicine Program is a slam dunk at the University of Hartford.
The Connecticut Orthopaedic Institute (COI) launched a marketing safety campaign after the first COVID-19 surge that accounted for greater than 85 percent of cancelled cases being recovered and completed by the end of the fiscal year. Educational materials highlighted a patient’s journey from arrival to discharge and explained how we took every protective measure possible to maintain a safe environment to ensure the health and well-being of patients returning for treatment. In advance of treatment, in-person patient education classes transitioned to virtual platforms for a seamless delivery of information.

The National Association of Orthopaedic Nurses recognized COI with the Orthopaedic Nursing Excellence (ONE) Award, which honors individual nursing units that distinguished themselves as pillars of excellence in orthopaedic nursing, as measured by patient outcomes, staff satisfaction, interdisciplinary communication and teamwork, low staff turnover and national recognition.

COI also earned multiple commercial insurer distinctions, including BCBS+ Distinction for Knee and Hip Replacement Surgery; BCBS+ Distinction for Spine Surgery; and Aetna Institutes of Quality® Orthopedic Surgery Network – Total Joint Replacement and Spine Surgery designation. In the Premier Bundled Payment Collaborative, MidState Medical Center was recognized as a fall 2020 award winner for success in two categories: “Positive Savings and Excellent Quality in Comprehensive Care for Joint Replacement Performance Year 4” and “Most Improved in Care for Joint Replacement Performance Year 4.”

In the midst of COVID-19, St. Vincent’s Medical Center was the only hospital with orthopaedic growth, with 200 new cases year-over-year and 15 new surgeons coming on board from four different community orthopaedic practices.

St. Vincent’s Medical Center programming and operations were revamped during fiscal year 2020 with the development of best practice guidelines and the orthopaedic navigator program supported by online and virtual platforms. These have been instrumental in patient engagement and experience while reducing length of stay in the hospital and transitioning more patients directly home.
In partnership with the Hartford HealthCare Cancer Institute, launched the Multidisciplinary Virtual Prostate Cancer Clinic in the Central and Hartford regions. The program, coordinated by genitourinary oncology nurse navigators, facilitates the often complex series of consultations with medical oncologists, urologists and radiation oncologists in one session instead of separate visits. Patients can opt to have these consults virtually from the comfort of their home and with their family present, or by coming into a facility to meet with a urologist who then connects to the other specialists virtually from the office. The Multidisciplinary Virtual Prostate Cancer Clinic has earned the highest patient satisfaction scores, and all patients in these sessions scheduled their cancer treatment with Hartford HealthCare.

Significant growth in providers and locations.
New locations were opened in Cheshire, Southington, Bridgeport, Milford, Thomaston and Stamford. More than a dozen new providers were recruited, including four urologists in Fairfield, with a fifth expected to start in August 2021; two urologists in the Hartford Region; one urologist in Central Region, with a second expected to start in August 2021; and five advanced practitioners.

The Stone Program was introduced to better coordinate care for patients discharged from an emergency department with the diagnosis of a kidney stone. The result was a 25 percent improvement in patients seen within established clinical time frames.

Market leader in the state for all six of its programs – general urology, kidney stones, pelvic health, genitourinary oncology, chronic kidney disease and men’s health. Overall, Tallwood has 31.64 percent of the state market, an increase of 1.04 percent over last year.

Education sessions went virtual during COVID-19, but the Institute was still able to provide 33 education events throughout the year that reached more than 900 people.
The Hartford HealthCare Medical Group launched a robust virtual health program in a matter of weeks to ensure patients could safely be seen by their healthcare providers without having to come into the office for appointments. At the height of the COVID-19 pandemic, more than 70 percent of all Medical Group visits were delivered virtually, via video or telephone consults.

A new Access Center was opened in August as a centralized hub that quickly and easily connects patients to the right care at the right place at the right time. This new initiative creates a consistent and efficient way to schedule coordinated care within the network with a single call.

During 2020, the Medical Group grew substantially, with more than 250 specialty care and 40 primary care providers joining the fold. The majority of that growth came within the new Fairfield Region, with approximately 170 new physicians and advanced practice providers. Additionally, 10 new care sites were added across the state, four of which were located in the Fairfield Region.

Physicians Alliance of Connecticut (PACT) partnered with the Medical Group, becoming the largest ambulatory practice to date. This 100-physician and advanced practitioner practice includes primary care, GI, nephrology and surgical specialties, spread across New Haven, Middlesex and Fairfield counties.

Surpassed patient experience performance targets in FY20, with a continued focus on patient communication, patient education and employee wellness.
COMMUNITY NETWORK

HARTFORD HEALTHCARE REHABILITATION NETWORK

The Hartford HealthCare Rehabilitation Network expanded outpatient access into Westport and relocated the Torrington and Wallingford clinics to new, updated spaces.

The International Dysphagia Diet Standardization Initiative launched system-wide, ensuring that patients with dysphagia are provided safe and consistent diets.

The Lymphedema Program was named a Center of Excellence in Lymphatic Disease by the Lymphatic Education & Research Network (LE&RN).

The Campus Care initiative was expanded to include the University of Saint Joseph in Hartford and Connecticut College in New London.

The Hartford HealthCare Rehabilitation Network celebrated its 25th anniversary in 2020.

HARTFORD HEALTHCARE AT HOME

HHC at Home partnered with Foodshare, Greater Hartford’s regional food bank, to help growing numbers of people who don’t have enough money for food.

HHC at Home collaborated with the HHC Center for Healthy Aging and the Connecticut Protective Services for the Elderly to prevent emergency department admissions stemming from abuse, neglect or lack of basic needs. The partnership also helped expedite 24-hour care to prevent hospital admissions.

In partnership with HHC’s Care Logistics Center, helped streamline patient transitions from the acute to home care settings, dramatically reducing barriers in transitioning patients through the system’s continuum of care.

From left to right: Laurel Reagan from Hartford HealthCare at Home, Wendy Martinson from Hartford HealthCare Center for Healthy Aging, Dorian Long and Effie Morris-Ferguson from the Connecticut Department of Social Services, and Jason Jakubowski, president and CEO of Foodshare, pack boxes of food for at-risk seniors as part of the new home-safety initiative.

Joanna Fisher, DPT, treats a patient at Hartford HealthCare Rehabilitation Network’s outpatient clinic in Westport, part of the Ayer Neuroscience Spine and Wellness Center.
Hartford HealthCare Independence at Home was awarded the Best of Home Care and Employer of Choice 2020 awards by Home Care Pulse, placing them in the top 2 percent of Connecticut homecare agencies related to caregiver satisfaction.

Named a top provider of home health and hospice services by LexisNexis Risk Solutions, ranking 38th out of 100 nationally ranked home care agencies.

HARTFORD HEALTHCARE SENIOR SERVICES

Jefferson House, Southington Care Center and Jerome Home were recognized as a Best Nursing Home for 2020-21 by U.S. News & World Report.

The Center for Healthy Aging celebrated 15 years and expanded services by opening two new locations in Cheshire and at St. Vincent’s Medical Center in Bridgeport.

The Center for Healthy Aging launched a caregiver support group page on Facebook.

Amenta Emma Architects was recognized with the International Interior Design Association New England Senior Living Award for its design of the second floor of the Southington Care Center. The second floor project includes an outdoor patio garden, garden room and nurses’ station.

In order to continue to offer educational programs during the COVID-19 pandemic, Hartford HealthCare Senior Services events went virtual and HHC Center for Healthy Aging began offering virtual and call-in caregiver support groups.

Amenta Emma Architects’ design of Southington Care Center’s second floor nurses’ station earned an international award.
THE YEAR IN PHOTOS
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