## Table of Contents

- Leadership Letter ............................................ 3
- Message from Chief of Medical Staff ..............4
- Best Practices in Orthopedics ..........................5
- Concussion Clinic Opens ............................... 6
- Hybrid Operating Room .................................. 7
- Orthopedic Surgery Center Open .................... 8
- Spine and Pain Institute Expands ................. 9
- Robotic ENT Surgery Introduced ....................10
- Our Recognition .........................................11-13
- Achievements ............................................13-14
- Patient Satisfaction ................................... 15
- Quality .................................................. 16
- Financials .............................................17-18
- Leadership ..............................................19-21
- Corporators ..........................................22-23
We Are Stronger Together

This was a momentous year, as MidState Medical Center and The Hospital of Central Connecticut came together to form a single Hartford HealthCare entity now known as the Central Region. Becoming a unified region was vital to the future of both hospitals. It enhances our ability to adapt to the demanding new health care environment while continuing to meet the health needs of the people in our communities.

Our regional structure has created new opportunities for both of these outstanding hospitals. We are now better able to learn from each other, share best practices, build on respective strengths and deliver our superb health care more efficiently and cost-effectively. Together, we can continue to grow. We can provide more services and programs for our communities, attract and retain high-caliber physicians and uphold our commitment to offering patients the most up-to-date technologies and treatments. As a region, we can also adapt more successfully to the changing health care landscape by emphasizing wellness, expanding outpatient care and offering more services closer to home.

Our restructuring has brought about many changes, and change is challenging. However, just as we are stronger together, we are also more adaptable. We will make steady progress and weather these changes successfully for the good of our communities and our hospitals.

In this publication, you’ll read about some of the exciting innovations that took place at MidState this year. They include instituting new best practices in joint replacement education and rehabilitation, expanding our Spine and Pain Institute, performing a groundbreaking robotic surgery and—in collaboration with The Hospital of Central Connecticut—opening the new Southington Surgery Center for orthopedic ambulatory surgery.

We hope you enjoy this report, and we welcome your comments.

Lucille A. Janatka
Central Region President

Carl D. Grant
Chairman of the Board
Message from the Chief of Medical Staff

MidState Medical Center’s medical staff has been very involved in strategic planning for the Central Region. We and our colleagues at The Hospital of Central Connecticut (HOCC) are exploring how we can work together to give exceptional patient care that is also efficient and cost-effective. Several changes have been made to make care more efficient. One is that all bariatric surgery is now performed at MidState. Another is that, in the future, all stabilized behavioral health patients needing inpatient care will be admitted to The Hospital of Central Connecticut, which has a larger unit and more services. These changes, and others to come, take advantage of each hospital’s respective strengths.

MidState saw growth in several areas this year. Through the Hartford HealthCare Cancer Institute, we are now officially part of the Memorial Sloan Kettering Cancer Alliance. This partnership will ensure that the newest cancer therapies are available to all our patients, right here at home. In collaboration with HOCC, we opened our new Southington Surgery Center for orthopedic ambulatory surgery, and it’s been very well received. The center is one way we are adapting to the new health care environment, which emphasizes outpatient care close to where residents live and work.

This new environment also demands that hospitals transition to an electronic health record. Hartford HealthCare has selected an electronic health record provider, and the system will be phased in over the next several years. It will allow everyone in the system to share medical information. This will help avoid duplication and improve quality and safety.

Quality and safety are also the goals of Hartford HealthCare’s High Reliability initiative. Every physician on staff at an Hartford HealthCare facility—including MidState—participates in this program. Training focuses on adherence to procedures proven to prevent errors. The program has been successful in several other industries.

This year, hospitals nationwide prepared for the possibility of Ebola. Hartford HealthCare established a specialized infection control unit. MidState and other Hartford HealthCare partner hospitals rapidly put in place the training, equipment and protocols for dealing with the disease. Fortunately, to date, we have not needed to activate these plans.

All health care institutions today are facing financial and other constraints. All of us at MidState, the Central Region, and Hartford HealthCare are working together to be efficient, safety-oriented and cost effective while always keeping the most important person, the patient, at the center of the medical universe.

Richard Smith, MD
Recent research shows that patients having joint replacement surgery fare better when they’re well-educated before surgery and begin rehabilitation in a gym-like setting immediately after surgery. With these proven best practices in mind, MidState’s Orthopedic Services Department introduced a number of innovations this year.

One innovation was the creation of a Total Joint Replacement Patient Guidebook. The colorful, 28-page booklet provides patients with comprehensive information on what to expect and what to do before and after surgery to stay healthy and recover as quickly and comfortably as possible. The publication replaces individual handouts patients used to receive, putting everything they need to know in one place. Patients receive the guidebook when they come to MidState for preadmission testing two to three weeks prior to surgery.

Another change was the creation of a Total Joint Replacement Online Education Class. The interactive educational resource was developed so that people unable to attend the class offered at MidState could learn what they needed to know about their impending surgery simply by accessing the program from any computer. The online class and the patient guidebook are aligned with one another, and the online program directs users to pertinent pages in the guidebook.

The way patients begin their rehabilitation after surgery also has been changed, with the introduction of an approach called Joint Camp. Under the Joint Camp model, joint replacement patients begin their physical therapy sessions right away—many on the day of surgery. Just as important, the sessions are held, not in the patient’s room, but in a separate, gym-like space, often with other patients. Instead of hospital gowns, patients wear specially designed Joint Camp T-shirts.

“The whole concept of Joint Camp is to convey to patients that they’re not sick—to get them up and dressed and out of their rooms,” says Eric Lisitano, PT, MHA, service line manager for orthopedics and spine services for Hartford HealthCare’s Central Region. “We find patients are happy to have family members come to the sessions with them, and patients motivate each other. This is a more progressive treatment strategy that helps patients get better faster.”
Concussion is now recognized as a mild form of traumatic brain injury that can cause short- and long-term consequences. People who sustain concussions must receive proper treatment in order to recover fully. This is especially true of adolescents and teens, whose brains are still developing. To be sure that young people ages 10 to 19 who live in the area receive optimal care for concussion, MidState this year teamed up with Hartford HealthCare Rehabilitation Network to offer a concussion clinic in Cheshire.

The clinic opened in March 2014 and is held every Monday from 3 to 6 p.m. in MidState’s facility at 680 South Main St. Dr. Subramani Seetharama, a physiatrist who is the medical director of rehabilitation and sports medicine at Hartford Hospital, runs the clinic. He has operated concussion clinics in South Windsor and West Hartford for several years in conjunction with Hartford Hospital and has expertise in caring for young people who have had concussions due to sports, accidents or other occurrences.

Symptoms of concussion may include confusion, dizziness, vision disturbances, headache or drowsiness. Symptoms that may linger after concussion range from fatigue and light/noise sensitivity to difficulty concentrating and mood changes.

Not every young person who sustains a concussion needs the clinic’s services. State law requires coaches and trainers to remove a student from play immediately if a concussion is suspected, and the player must be cleared by a concussion-certified medical professional before returning to play. Many physicians in MidState’s service area are equipped to evaluate the young person and determine when he or she can resume activities.

“Eighty-five percent of kids recover in seven to 10 days, have no lingering symptoms and are cleared by their doctors to go back to play,” says Seetharama. “It’s the roughly 15 percent who fall outside that norm that we’re concerned about. If a physician has a patient whose symptoms persist, he or she should refer the patient to the concussion clinic.”

Patients receive a comprehensive evaluation, including a physical exam and a neurocognitive assessment with the ImPACT (Immediate Post-Concussion Assessment and Cognitive Testing) test, a widely used, objective assessment tool. Seetharama also conducts a psychological evaluation to check for problems such as anxiety and depression, which can be triggered by concussion.

“I use every tool I have to try to see that the brain is completely healed,” Seetharama says. “That’s the most important thing.”

For more information on MidState’s Concussion Clinic, please visit midstatemedical.org or call 203-694-8269.
The world’s next generation of imaging and surgical technology arrived in Connecticut this fiscal year with the opening of MidState Medical Center’s sophisticated new hybrid operating room. The OR features a state-of-the-art imaging system known as the GE Discovery IGS 730.

The hybrid OR’s advanced imaging capabilities allow MidState vascular surgeons to perform a wide range of complex blood vessel-related procedures with unprecedented precision and safety. “With this technology, we can create three-dimensional images and use them to navigate in real time as we operate,” says Dr. Jonathan Hasson, the leader of MidState’s vascular program. “We always draw from our knowledge and extensive previous experience, but improved imaging provides an added layer of certainty. It helps us more intelligently prune our decision tree as we operate.”

The system’s superior imaging contributes to shorter procedures, less use of contrast medium and reduced radiation exposure. “That’s great for the patient and great for the surgical team,” Hasson says.

The hybrid OR is ideal for a variety of interventional and minimally invasive procedures, including angiography, coiling of aneurysms, endovascular repairs (done from within the blood vessel) of the aorta or the carotid artery, stenting, and nonsurgical treatment of complex peripheral vascular disease, including limb salvage and diabetic foot problems. Because the imaging capability is so advanced, doctors can better treat conditions such as blood clots in deep veins or the lungs. MidState physicians are also combining the system’s 3-D imaging capabilities with navigational bronchoscopy to improve early diagnosis of lung cancer.

Patients can be diagnosed and treated in one sitting, so they have anesthesia only once. If a procedure can’t be completed using an endovascular approach, the surgical team can immediately convert to conventional, open surgery without having to schedule a second procedure and anesthetize the patient a second time.

The Discovery IGS 730 is the world’s first mobile interventional imaging system. Its C-arm configuration allows X-rays to be done during the procedure, and the C-arm can be moved out of the way of the surgical team when it’s not needed. The C-arm can also accommodate larger patients.

The hybrid OR was acquired to meet the needs of MidState’s communities, and Hasson says it speaks volumes about MidState. “This facility is a testament to this hospital’s commitment to being at the forefront of cutting-edge technology.”
Obtaining top-quality outpatient orthopedic services is more convenient than ever for central Connecticut residents, with the opening of the new Southington Surgery Center. The center, which began seeing patients in September, is a collaborative effort of MidState Medical Center, The Hospital of Central Connecticut and surrounding area physicians. It is located at 81 Meriden Ave. in Southington, on HOCC’s Bradley Memorial campus.

The new 10,200-square-foot facility features three sophisticated operating rooms, six preoperative bays with private changing areas, eight postoperative bays and private exam rooms for consultations. It offers easy parking and its own separate entrance. “We took a hospitality approach with the design of this facility,” says Thomas Vaccarelli, director of facilities and support services for Hartford HealthCare’s Central Region. “The focus is on providing not only excellent care, but an excellent patient experience.”

The center provides a full range of ambulatory surgical services for orthopedic conditions related to hands, shoulders, knees, feet and ankles, joints and spines. Providers have expertise in treating sports-related injuries.

“We are excited to provide these services at the Bradley Memorial campus,” says Lucille Janatka, president of Hartford HealthCare’s Central Region. “This is a prime example of how we are addressing health care needs in our community.”

For more information on the Southington Surgery Center, please visit www.midstate-medical.org.
A major renovation project completed this spring nearly doubled the square footage of MidState’s Spine and Pain Institute, which has seen a steady increase in patient volume since it opened in 2007.

“The program started with one physician. Now we have seven providers — physicians, nurse practitioners and physician assistants,” says Eric Lisitano, PT, MHA, the institute’s operations manager. “We needed to expand the space to meet the needs of our patients and providers.”

The renovations doubled the number of exam rooms from five to 10, increased the number of physician offices from three to four and created a waiting area for patients. The additional space allows the program to better accommodate the growing number of patients needing care. Spine and Pain Institute providers typically see more than 500 patients a month.

Practitioners on the institute’s multidisciplinary team treat all forms of pain, including that resulting from back and neck problems, cancer, trauma and a range of acute or chronic conditions. Treatment is custom-tailored to each patient and ranges from medication, physical therapy, injections and radiofrequency therapy to biofeedback, relaxation therapy and more. Patients must be referred to the institute by a physician.

In addition to the physical expansion, the Spine and Pain Institute took another significant step forward this spring when it transitioned from paper charts to an electronic medical record. “This was a big year for us and for our patients,” Lisitano says.

Our Spine & Pain Institute can be reached by calling 203-694-8414.
Robotic ENT Surgery Introduced
An advanced approach means less trauma, faster recovery.

Last summer, otolaryngologist Dr. Howard Boey performed MidState’s first robotic ear, nose and throat surgery. Using an advanced procedure known as transoral robotic surgery, or TORS, Boey removed enlarged and uncomfortable lingual tonsils from the back of the tongue of a 26-year-old woman. The condition, in which lingual tonsils enlarge years after a routine tonsillectomy, is fairly common. In the past, patients who didn’t obtain relief with medication had no other options. TORS, however, allows specially trained physicians to treat this and a range of cancerous and noncancerous conditions of the throat without the extensive surgery that used to be required. TORS is performed through the patient’s mouth instead of through large incisions.

“There are areas at the back of the throat that were always inaccessible, typically at the back of the tongue and near the voice box,” Boey says. “The only way to reach them was to use more radical approaches, such as dividing the patient’s jaw. The robot allows us to perform surgery in those areas without having to use such a radical approach.”

Since that first surgery, Boey has performed TORS for another half-dozen patients. They ranged in age from 23 to 70 and had a variety of malignant and benign conditions.

The da Vinci® TORS system used at MidState features a magnified 3-D high-definition vision system and special instruments with “wrists” that bend and rotate far greater than the human wrist. The surgeon controls the robot, which translates his or her hand movements into precise movements of its tiny instruments.

Because it reduces trauma to the body, Boey says, the robotic approach means an easier, faster recovery for patients. All of the patients Boey has treated with the robotic technique at MidState have gone home the day after surgery. Pain is easily managed with oral medications, and patients typically return to work in two weeks. Another benefit is that patients who have early-stage cancerous lesions completely removed may not need radiation therapy after surgery.

MidState is one of few community hospitals to offer TORS, and Boey is one of fewer than 10 physicians in Connecticut qualified to perform it. Physicians who want to perform TORS must complete a da Vinci® online tutorial, travel to an off-site laboratory for hands-on practice and perform the procedure under expert supervision. “The credentialing process,” Boey says, “is quite elaborate and requires a number of methodical steps and stages.”
Molly H. Savard honored with Crystal Obelisk Award

MidState Medical Center presented its 2013 Crystal Obelisk award to Molly H. Savard. The award, which has been given for nearly two decades, recognizes an individual or group that has made significant contributions to the health care delivery system in the community. Molly has devoted her career to providing and improving healthcare in the Meriden community. She began her work as a physical therapist, and for the last 20+ years, has served as the administrator for the Bradley Home in Meriden. She demonstrated tremendous leadership in that capacity, and has devoted her time and knowledge beyond the walls of her organization to serving on additional civic boards and committees.

In 1982, Molly joined the hospital’s Board of Governors, and was later elected to the Board of Directors in 1987. During her tenure, she served the hospital in many roles: as Secretary, Vice Chair, and Chairman of the Board of Directors; as Chairman of the Community Advisory Council; and as a member of the Governance and Bylaws Committees, Directors Annual Appeal, and Pediatric sub-committee. She was also an active member of the Planning Committee, PHO Steering, Legislative Affairs, Joint Conference Committee, Board Reorganization, Physician Needs Assessment, credentialing task forces, and was a board-appointed representative to the Medical Board. When she completed her term as Immediate-Past Chairman of the board in 2004, she was elected to the honorary lifetime position of Director Emeritus. Beyond her involvement with the hospital, Molly has also served as president of the Connecticut Chapter of the American College of Health Care Administrators, of which she is a Fellow. Additionally, she has devoted many years as a board member of the United Way of Meriden-Wallingford, CANPFA, and Meriden-Wallingford-Cheshire Hospice. She made history in 1987 when she became one of the first women inducted into the Meriden Rotary.

Our hospital and the communities we serve have benefitted immensely from Molly’s time, energy and expertise. She is a well-educated, intelligent woman committed to the provision of quality healthcare, and is so deserving of Crystal Obelisk recognition.

Employee and Team of the Year

At its 20th annual Employee and Team of the Year Awards ceremony, MidState Medical Center honored eight teams and 10 employees who most exemplified the medical center’s values of Integrity, Caring, Excellence, and Safety.

Employee of the Year: Jean Anderson

Taking home Employee of the Year recognition was administrative associate Jean Anderson. Jean has been a member of the MidState family for the last 13 years, having worked in the Quality department for nearly all of them. Jean was nominated by several of her peers and is most recognized for her tremendous ability to boost morale. She coordinates monthly
birthday celebrations, holiday parties, and Valentine’s Day Candy Grams. Most recently, she started “random acts of kindness,” organized much like a Secret Santa, in which employees anonymously bring in small gifts to show a fellow colleague they are appreciated.

Team of the Year: Advanced Wound Care & Hyperbaric Medicine
Advanced Wound Care & Hyperbaric Medicine was named Team of the Year. This passionate, inspiring team was noted for providing compassionate, quality care. The team’s healing rates are higher than any other center in the state, and 100% of its nursing staff is certified in their field. The team has many times gone above and beyond to care for patients – donating air conditioners, stoves and other necessities that their patients cannot afford.

Physician Recognition Awards
Three physicians earn special recognition
Three more MidState physicians have joined a proud tradition at the hospital by becoming the latest members of our medical staff to earn Physician Recognition Awards. Nominations for the awards came from the entire MidState community including colleagues, staff, patients and patients’ family members.

Mark Ludwig, MD
Daniel Kahn, MD
Clinical Quality Award
Dr. Mark Ludwig has been on MidState’s medical staff since 1999. Over the course of the last 14 years, he has put quality care at the forefront of his practice, in particular working to ensure that MidState provides superior cancer care. He served as a member of the Medical Quality Management Committee from 2008-2012; has been a member of the Clinical Quality Council since its inception in 2012; has been the Division Director of Pathology since 2008; and is involved in all of the multi-disciplinary cancer committees and system-wide initiatives designed to promote excellent cancer care. Moreover, he goes above and beyond expectations in providing timely and high-quality pathology reporting and integration into cancer care planning. Even with these notable distinctions, one nominator noted that he is “humble, unassuming, and has the highest integrity.”

Mark Schaner, MD
Joseph Goodman, MD
Clinical Collaboration & Teamwork Award
Dr. Mark Schaner has been a member of the medical staff since 2011. In less than three short years, he has had a profound impact on his patients and his colleagues. His nominations came from members of the healthcare team, and those who have seen first-hand his caring nature that is so representative of Dr. Goodman. One nominator wrote, “In all of my 33 years of service with MidState Medical Center, Dr. Goodman’s care and compassion has always been the gold standard. It was not until this year that I finally met a doctor with very similar traits.” This year’s awardee is cited as one who looks at the whole person and goes above and beyond to help his patients. Another nominator stated that anyone in this physician’s care is in the “best of hands.” In keeping with the attributes of this award, our winner this year is also praised for coordinating care among a variety of different disciplines in a smooth and calming fashion. He makes sure he speaks with all of the nurses and specialty physicians so that everyone is on the same page. He is respected and admired as a physician who has gone into medicine for the right reason: to give excellent, compassionate care.
The spirit of Dr. Gary Dee can be summed up in one sentence written by a fellow nominator: “You can’t push people to believe in or want to work towards an organizational vision or goals, but rather, one of the qualities of great leadership is that you guide, lead, and inspire people to want to participate.” Dr. Dee has been on staff with MidState since 1985, and truly lives out the qualities of leadership. He is cited for his tremendous vision, a characteristic that is so important as we face changes in healthcare today. He is an advocate of continuing education, and serves as Quinnipiac University’s Medical Director for the Diagnostic Imaging Program. He was also bestowed as a Fellow of the American College of Radiology (ACR), and within the ACR, is a counselor to the Leadership Committee and frequently lobbies on Capitol Hill in Washington and locally in Hartford as a voice for physicians and hospitals. Additionally, he serves as the IPA Treasurer; is President of the Connecticut Radiology Society; is appointed Vice Chair for the Clinical Integration Committee of Hartford HealthCare; is a member of the CEO-Physician Committee; a board member for the Clinical Coordination Committee; a director of the PACS Integration Committee; and a member of the IT Taskforce.

Achievements

Memorial Sloan Kettering Alliance Formalized
As part of Hartford HealthCare’s Cancer Institute, MidState’s Cancer Center was officially certified this fall as part of the Memorial Sloan Kettering Cancer Alliance. Formalization of the relationship followed a year of collaboration to ensure that HHCCI’s programs and processes were aligned with Memorial Sloan Kettering’s world-class standards.

The Memorial Sloan Kettering Cancer Alliance was established as a way to rapidly move innovative, evidence-based cancer care to the community health care setting, where the vast majority of people receive care. The cancer programs of Hartford HealthCare partner hospitals collectively make up the HHCCI. The institute was chosen to be the first MSK Cancer Alliance member because of its dedication to delivering high-quality, consistent care to patients in the communities it serves.

Cancer Center Accreditation Continues
Recognizing the MidState Cancer Center’s consistently excellent quality of care, the American College of Surgeons’ Commission on Cancer (CoC) has accredited the program for another three years. The center has held this accreditation continuously since 1971. Accreditation indicates that the center, among other criteria, meets all CoC standards, provides quality care close to home, offers comprehensive care and employs a multidisciplinary approach.

Lung Cancer Screening Program Honored
MidState’s Lung Cancer Screening Program has been certified by the Lung Cancer Alliance as a Screening Center of Excellence. Certification indicates that MidState’s program meets the...
Lung Cancer Alliance’s standards for quality, which include patient education; use of best practices; a multidisciplinary approach; continuum of care and more.

MidState’s program was established after a national research study showed that, in people at high risk for lung cancer, low-dose chest CT scans could detect the disease early and reduce lung cancer death by 20 percent. The program has screened more than 300 people in the past year and detected six cases of early lung cancer. The screenings have been provided at no cost to patients who meet certain criteria:

- Current or former smoker (having quit in the last 15 years)
- Between ages 55 and 74
- Smoking history of at least 30 pack-years (one pack a day for 30 years, two packs a day for 15 years, etc.)
- No history of lung cancer in the last five years
- Between ages 50 and 54 with a secondary lung exposure such as radon, occupational hazard, family history of lung cancer or chronic obstructive pulmonary disease

**MidState Among Most Wired—Again!**

For the fifth consecutive year, MidState Medical Center has been named one of the Most Wired hospitals in the nation by Hospitals & Health Networks, the journal of the American Hospital Association. To be named among the Most Wired, hospitals must meet a set of rigorous criteria and have made significant gains by using information technology to better connect care providers and reduce the likelihood of medical errors.

**Wound Care Team Wins Statewide Award**

The Connecticut Nurses Association selected MidState’s Advanced Wound Care & Hyperbaric Medicine team as the recipient of the 2014 Excellence in the Workplace Award. The award recognizes a workplace that empowers nurses to create an environment that promotes professional autonomy and control over nursing practice. All nurses on the team are board certified in wound care or hyperbaric medicine. The team’s healing rate of more than 92 percent and its patient satisfaction scores of more than 94 percent consistently exceed national averages.

**Senior ED Services Win MidState First Place**

The MidState Emergency Department’s Senior Emergency Care Services initiative was awarded first place in the Improved Transitions of Care category when Hartford HealthCare held its Patient Experience Collaborative earlier this year. MidState launched the senior-focused initiative in spring 2013. It aims to provide patients over 65 with services needed to maintain their independence and overall health and to create a smooth transition from ED to home.

**International Group Reaccredits Wound Care Center**

MidState’s Advanced Wound Care and Hyperbaric Medicine Center was reaccredited this year by the national Undersea & Hyperbaric Medical Society, an international, nonprofit organization that is the primary source of scientific information for diving and hyperbaric medicine physiology worldwide. The society’s accreditation program recognizes hyperbaric facilities that demonstrate their commitment to patient care and facility safety.
Patient Satisfaction  
**Source: Press Ganey July 1, 2014–Sept. 30, 2014**

<table>
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<tr>
<th>Category</th>
<th>Score</th>
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<tr>
<td>Responsiveness of staff</td>
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<tr>
<td>Communication with doctors</td>
<td>80</td>
</tr>
<tr>
<td>Doctors treat you with courtesy and respect</td>
<td>90</td>
</tr>
<tr>
<td>Doctors listen carefully to you</td>
<td>80</td>
</tr>
<tr>
<td>Communication with nurses</td>
<td>80</td>
</tr>
<tr>
<td>Nurses treat you with courtesy and respect</td>
<td>90</td>
</tr>
<tr>
<td>Nurses listen carefully to you</td>
<td>80</td>
</tr>
<tr>
<td>Cleanliness of hospital environment</td>
<td>80</td>
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</table>

**Emergency Department Scores**

*2014 year-to-date scores*

- **Door-to-Provider Wait Time**: 25 min
- **Number of Patients Seen Within 30 Minutes of Arrival**: 83%
## Clinical Quality Measures

Data as reported on Hospital Compare Quarter 4 2012 to Quarter 3 2103 (Calendar Year)

<table>
<thead>
<tr>
<th>Measure</th>
<th>MSMC</th>
<th>State Average</th>
<th>National Average</th>
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<tr>
<td>Aspirin at discharge</td>
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<tr>
<td>Heart attack patients receiving angioplasty within 90 minutes</td>
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<tr>
<td>Heart failure patients receiving appropriate function evaluation</td>
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<tr>
<td>Stroke patients that received proper education</td>
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<tr>
<td>Clot preventing therapy hospital - Day 2</td>
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<tr>
<td>Patient assessed for needed rehab</td>
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</tr>
<tr>
<td>Percent of ICU patients that received treatment to prevent blood clots</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Percent of surgical patients that had antibiotics stopped according to national standards</td>
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<tr>
<td>Percent of surgical patients that received treatment to prevent blood clots</td>
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<tr>
<td>Flu vaccine given</td>
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<td>Pneumonia vaccine given</td>
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<tr>
<td>Average time patients spent in Emergency Department before discharge</td>
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<tr>
<td>Percent of patients that left Emergency Department without being seen</td>
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**Financials**

MidState Medical Center ended the year with a solid operating surplus of $19.3 million (or 8.8% of net revenue). MidState’s inpatient volumes increased 3.1% over the previous year, while outpatient volumes increased 11.0% over the previous year. Additionally, visits to the Emergency Department decreased by 2.0% this year.

Fiscal year 2014 marks 15 years of consistent operating surpluses for the hospital. This is quite an achievement in this industry with declining reimbursement. Operating surpluses allow MidState to reinvest in new facilities and new technology for our communities.

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**Statement of Revenue and Expense**  
*Year Ending September 30*

<table>
<thead>
<tr>
<th></th>
<th>2014 Unaudited</th>
<th>2013</th>
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<tbody>
<tr>
<td><strong>Revenues</strong></td>
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<td>Patient Service Revenues</td>
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<td>Inpatient</td>
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<td>Outpatient</td>
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<td>Total Patient Service Revenues</td>
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<td>Less Deductions from Revenue:</td>
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<td>Government and Private Payer Contractual Allowances</td>
<td>$296,004,863</td>
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<td>Charity Care and Other Uncompensated Care</td>
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<td>Other Allowances and Revenue Deductions</td>
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<td>Total Deductions from Revenue</td>
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<td>Collectible Patient Service Revenue</td>
<td>$219,132,186</td>
<td>$217,746,204</td>
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<td>Add Other Operating Revenue</td>
<td>$8,274,793</td>
<td>$9,116,321</td>
</tr>
<tr>
<td>Improvement in investment in Captive Insurance Company</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Grants, Cafeteria, Rental and Other Revenue</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Operating Revenue</td>
<td>$227,406,979</td>
<td>$226,862,525</td>
</tr>
</tbody>
</table>

| **Expenses**       |                |              |
| Salaries and Wages | $69,345,794    | $75,257,780  |
| Benefits for Employees | $19,652,817  | $22,649,817  |
| Medical Supplies, Drugs and Other Expenses           | $99,419,679   | $93,165,000  |
| Malpractice Insurance Premiums                        | $2,753,277    | $2,356,019   |
| Depreciation Cost of Building and Equipment           | $12,906,996   | $13,104,256  |
| Interest on Borrowed Money                            | $3,992,280    | $3,987,276   |
| Total Expenses                                         | $208,070,843  | $210,520,148 |

| **Operating Income** | $19,336,136 | $16,342,377 |
| Loss on Early Extinguishment of Debt                  | $0           | $0           |

| **Non-Operating Income**                               |                |              |
| From Gifts, Interest and Other Sources                 | $3,147,295    | $5,523,650   |
| Change in Market Value of Investments                  | $0            | ($1,295,573) |

| **Excess of Revenue Over Expense**                     | $22,483,431   | $20,570,454  |

*Note: These amounts do not include the activity of subsidiaries*
**Patient Statistics**  
*Year Ending September 30*

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inpatient Admissions (Including Newborn)</td>
<td>9,284</td>
<td>9,847</td>
</tr>
<tr>
<td>Inpatient Days (Including Newborn)</td>
<td>39,492</td>
<td>41,898</td>
</tr>
<tr>
<td>Average Length of Stay</td>
<td>4.25</td>
<td>4.12</td>
</tr>
<tr>
<td>Inpatient Surgical Procedures</td>
<td>2,336</td>
<td>2,267</td>
</tr>
<tr>
<td>Total Surgical Procedures</td>
<td>8,359</td>
<td>8,322</td>
</tr>
<tr>
<td>Births</td>
<td>929</td>
<td>906</td>
</tr>
<tr>
<td>Emergency Department Visits (Including Admits)</td>
<td>58,613</td>
<td>59,791</td>
</tr>
<tr>
<td>Walk-in Medical Visits (MediQuick)</td>
<td>31,757</td>
<td>33,972</td>
</tr>
</tbody>
</table>

**Hospital Expenses**

- **Medical supplies; drugs and other**: 48%
- **Salaries and Benefits**: 43%
- **Depreciation**: 6%
- **Interest**: 2%
- **Malpractice Insurance Premiums**: 1%
Leadership

Our leadership takes great pride in MidState Medical Center: pride in the facilities our patients and their families visit every day...pride in the technology and outcomes our physicians are able to provide to those in need...and pride in the level of care our colleagues provide to the community every day.

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Central Region President

Cindy L. Russo
Vice President, Operations
- MidState Medical Center

Nancy Kroeber
Vice President, Operations
- The Hospital of Central Connecticut

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Regional Vice President, Human Resources

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Medical Affairs

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Member-at-Large

Bruce C. Eldridge  
Member-at-Large

Lawrence S. Lazaroff  
Member-at-Large

Frederick (Chris) Ulbrich III, Member-at-Large

Giovanna T. Weller  
Member-at-Large

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Diane Grazioli  
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James N. Smith  
Giovanna T. Weller  
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James N. Smith
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Donald Lombino, MD  Director, Emergency Department
Mark E. Ludwig, MD  Director, Pathology Department
Harry Hajedemos, MD/Gary Dee, MD  Director, Radiology Department
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Robert J. Golub, MD  Member-at-Large (one year)
Eileen O’Regan, MD  Member-at-Large (two years)
Gerard Fumo, DO  Member-at-Large (two years)
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George Spivack, MD  Chairperson of the Specialty Care Subdivision, Division of Adult & Pediatric Medicine

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Lucille Janatka  Hartford HealthCare, Central Region President
Cindy Russo  MidState Medical Center, Vice President, Operations

Catherine Stevens  Regional Vice President, Patient Care Services (ex-officio)
Carl D. Grant  Chairman, Board of Directors (ex-officio)
James N. Smith  Secretary, Board of Directors (ex-officio)
Daniel Kombert, MD  Director, Medical Services & Regional Director, Hospitalist Medicine
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Amritlal M. Dalsania, MD
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Peter J. Struble
Gary F. Tansino, MD
Janice P. Vocola
Thomas J. Wegrzyn

Term expires at Annual Meeting 2018

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Marcia B. Proto
Alan D. Schupack, DDS
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Frederick (Chris) Ulbrich, III
Hon. Philip Wright

‡ Director Emeritus   ^Deceased   *Newly Elected 11-21-13