Hartford HealthCare (HHC) aspires to be the next generation of integrated health care systems, marked by strong patient focus, heightened efficiency, consistent quality performance and open, collaborative sharing of best practices. It is dedicated to providing patients with an exceptional, coordinated care experience and a single, high standard of service. A hallmark of HHC’s vision is to strengthen access to care close to home for patients by enhancing local health care delivery capabilities. In addition, HHC aims to create a culture and organizational structure where clinical care, education and research are supported to bring the latest technology and discoveries, clinical excellence and innovation to the patient and community.

2013 Accomplishments

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

Hartford HealthCare
One State Street, Suite 19
Hartford, CT 06103
860.263.4100

Employees: 18,597
Acute Care Inpatient Discharges: (including Natchaug Hospital) 85,128
Acute Care Inpatient Days: 418,113
ED Visits: 381,630
Towns in Primary Service Area: 101
Operating Revenue: $2.1 billion*
Research, Total Revenue: $11.6 million*
Community Benefit (FY12): $145.3 million*
**Acute Care Hospitals**

**Backus Hospital**

326 Washington St.
Norwich, CT 06360
860.889.8331
Backushospital.org

- **Licensed Bed Capacity:** 233
- **Discharges:** 11,397
- **Patient Days:** 48,467
- **ED Visits:** 78,844
- **Births:** 861
- **Inpatient Surgeries:** 12,058
- **Ambulatory Surgeries:** 28,073
- **Employees:** 2,003
- **Physicians on Staff:** 296
- **Volunteers:** 506
- **Operating Revenue:** $45.5 million*
- **Community Benefit (FY 12):** $90.6 million*

The Backus Health System includes The William W. Backus Hospital in Norwich; health centers in Montville, Colchester, Ledyard, Norwich and North Stonington; the Backus Outpatient Care Center in Norwich; the Plainfield Backus Emergency Care Center, which is a new stand-alone ED and outpatient center; Backus Home Health Care; and Backus Physician Services. Backus has the only trauma center in Windham and New London Counties and is home to one of Hartford Hospital’s LIFE STAR helicopters.

* Based on two months of operation as an affiliate of Hartford HealthCare

**Hartford Hospital**

80 Seymour St.
Hartford, CT 06106
860.545.5000
hartfordhospital.org

- **Licensed Bed Capacity:** 233
- **Discharges:** 11,397
- **Patient Days:** 48,467
- **ED Visits:** 78,844
- **Births:** 861
- **Inpatient Surgeries:** 12,058
- **Ambulatory Surgeries:** 28,073
- **Employees:** 2,003
- **Physicians on Staff:** 296
- **Volunteers:** 506
- **Operating Revenue:** $45.5 million*
- **Community Benefit (FY 12):** $90.6 million*

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

**The Hospital of Central Connecticut**

**New Britain General campus:**

100 Grand St.
New Britain, CT 06050
860.224.5011

**Bradley Memorial campus:**

81 Meriden Ave.
Southington, CT 06489
860.276.5000

thocc.org

- **Licensed Bed Capacity:** 446
- **Discharges:** 17,907
- **Patient Days:** 75,467
- **ED Visits:** 107,064
- **Births:** 1,616
- **Inpatient Surgeries:** 3,534
- **Ambulatory Surgeries:** 7,319
- **Employees:** 2,841
- **Physicians on Staff:** 435
- **Volunteers:** 278
- **Operating Revenue:** $237.1 million*
- **Community Benefit (FY 11):** $17.9 million*

The Hospital of Central Connecticut (HOCC) was created with the 2006 merger of the former New Britain General and Bradley Memorial hospitals. Through the University of Connecticut School of Medicine, the hospital participates in residency programs for primary care internal medicine, obstetrics and gynecology, otolaryngology, and general surgery.

**MidState Medical Center**

435 Lewis Ave.
Meriden, CT 06451
203.694.8200
midstatemedical.org

- **Licensed Bed Capacity:** 156
- **Discharges:** 9,847
- **Patient Days:** 9,847
- **ED Visits:** 59,791
- **Births:** 906
- **Inpatient Surgeries:** 2,267
- **Ambulatory Surgeries:** 6,055
- **Employees:** 1,295
- **Physicians on Staff:** 400
- **Volunteers:** 278
- **Operating Revenue:** $385.6 million*
- **Community Benefit (FY 12):** $23.9 million*

MidState Medical Center is located in Meriden, Conn., with satellite offices in Cheshire, Wallingford and Southington. MidState provides a spectrum of medical services from emergency care to cardiac care, maternity care to geriatric care, minor care to intensive care. MidState has been in its current location since 1998, but its history dates back to the 1800s.

**Windham Hospital**

112 Mansfield Ave.
Willimantic, CT 06226
860.456.9116
www.windamhospital.org

- **Licensed Bed Capacity:** 218
- **Discharges:** 23,643
- **Patient Days:** 154,302
- **ED Visits:** 101,064
- **Births:** 3,074
- **Inpatient Surgeries:** 3,882
- **Ambulatory Surgeries:** 6,485
- **Employees:** 1,852
- **Physicians on Staff:** 250
- **Residents/Fellows:** 38
- **Volunteers:** 177
- **Operating Revenue:** $310.7 million*
- **Community Benefit (FY 11):** $13.8 million*
Behavioral Health

Natchaug Hospital

189 Storrs Road
Mansfield Center, CT 06250
860.456.1311 or 1.800.426.7792
natchaug.org

Inpatient Days: 18,990
PHP/IOP Days: 52,043
School Days: 24,705
Employees: 572
Volunteers: 235
Operating Revenue: $48.2 million*
Community Benefit (FY12): $4.8 million*

Natchaug offers inpatient and outpatient behavioral health and chemical dependency services for children and adults.

Rushford

883 Paddock Ave.
Meriden, CT 06450
800.542.4791
rushford.org

Residential Days: 34,449
OP Visits: 68,571
Employees: 422
Volunteers: 18
Residents/Fellows: 28
Operating Revenue: $28.7 million*
Community Benefit (FY 12): $1.6 million*

Rushford offers treatment of addiction in adults and adolescents, as well as drug prevention and youth development.

Windham Hospital is a 130-bed, acute-care hospital which has served 19 communities in Eastern CT for nearly 80 years. With a staff of more than 800 committed to excellence in quality and service for the region, Windham boasts a state-of-the-art Emergency Department that consistently ranks in the highest percentiles of customer satisfaction. The hospital also offers convenient and modern satellite services including two physical therapy and rehabilitation clinics and two Centers for Women’s Health, offering mammography, bone density and integrative health.

Integrated Care Partners

As a community of independent care providers, Integrated Care Partners defines performance objectives, quality standards and evidence-based medicine protocols; forges partnerships with health plans, employers and providers; and establishes requirements for participation — all with the ultimate goal of providing high-quality, coordinated patient care and improving the overall health of populations.

Integrated Care Partners is a voluntary organization that includes both private-practice physicians and physicians employed by or associated with Hartford HealthCare. More than 1,600 physicians are members and the number is steadily increasing.
Outpatient Services

Clinical Laboratory Partners

129 Patricia M. Genova Drive
Newington, CT 06111
800.286.9800
clpct.com

Patients Served: 1,474,849
Employees: 869
Patient Service Centers: 57
Operating Revenue: $95.6 million*

Clinical Laboratory Partners provides lab services throughout Connecticut.

VNA HealthCare

1290 Silas Deane Highway
Wethersfield, CT 06109
860.249.4862
vnahealthcare.org

Total Admissions: 13,494
Employees: 848
Volunteers: 251
Branch Offices: 6
Operating Revenue: $57.2 million*

VNA HealthCare is a not-for-profit home-care agency with branch offices in East Windsor, Glastonbury, Hartford, Southington and Waterbury.

VNA East

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

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

Rehabilitation

Hartford HealthCare

Rehabilitation Network

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

Patient Care Visits in Network:
406,737
Employees: 467
Operating Revenue: $124,000*

The HHC Rehabilitation Network provides physical rehabilitation services, including physical therapy, occupational therapy, speech language pathology and athletic training across the continuum and in community settings.

Senior Services

Central Connecticut Senior Health Services

45 Meriden Ave.
Southington, CT 06489
860.378.1225
ctseniorcare.org

Skilled Nursing Beds: 280
Apartments: 278
Employees: 738
Volunteers: 163
Operating Revenue: $28.3 million*

Includes: Connecticut Center for Healthy Aging - Senior Resource/Assessment Center; The Orchards at Southington - Independent and Assisted Living; Arbor Rose at Jerome Home - Independent and Assisted Living, Memory Care; Mulberry Gardens of Southington - Assisted Living, Memory Care, Adult Day Center; Marian Heights Adult Day Center - Medical Model Adult Day Program; Jerome Home - Skilled Nursing, Residential Care Home; Southington Care Center - Skilled Nursing.

Cedar Mountain Commons

3 John H. Stewart Drive
Newington, CT 06111
1.877.649.6285
jeffersonhouse.org

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

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

Jefferson House

1 John H. Stewart Drive
Newington, CT 06111
860.667.4453
cedarmountaincommons.org

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

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

*All operating revenue and community benefit figures are unaudited draft figures.