



  
Hartford  
HealthCare  
Connect to healthier.™

STATE OF THE SYSTEM: 2015



## MISSION:

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

## VISION:

To be nationally respected for excellence in patient care and most trusted for personalized coordinated care.

## VALUES:

Integrity, Caring,  
Excellence and Safety

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A Message from  
**ELLIOT  
JOSEPH**



It is Hartford HealthCare's vision to be "nationally respected for excellence in patient care and most trusted for personalized coordinated care." This State of the System booklet provides a snapshot of the progress we have made this year in achieving this vision.

The industry environment is more challenging than ever. In FY2015, we saw sharp reductions in state reimbursement and remarkable changes in the competitive landscape. Despite these dramatic shifts, the people of Hartford HealthCare made significant progress toward that vision of consistently great and well coordinated care. We are leading the way toward the next era of American healthcare.

At the heart of Hartford HealthCare is what we call our "operating model," which is How Hartford HealthCare Works (H3W). By the end of FY2016, we will have trained our entire staff in our ten "H3W Leadership Behaviors" — guidelines to humanistic, collaborative and accountable behavior. Today, we are redesigning H3W to create standardized, daily work and structured work improvement to build a more agile and engaged workforce. As you look at the achievements cataloged in this

book, keep in mind that it is the result of a strong, common culture.

Hartford HealthCare's four core values are Integrity, Caring, Excellence and Safety.

"Safety" is the value that anchors the others. Last year, we achieved and sustained national leadership in hand-hygiene with compliance of 95 percent. This achievement was associated with a 25-percent reduction in hospital-acquired infections. We also saw a 55-percent decrease in serious safety events. With more than 30 physician-led clinical councils, we have a systematic approach to safety and quality and are driven to constantly improve.

Our value of "integrity" is evident in many ways, but perhaps best exemplified by our corporate citizenship. Hartford HealthCare provided more than \$200 million (FY2014) in community benefit across Connecticut in order to provide care to our most vulnerable citizens and to support organizations that help strengthen communities. This is in addition to our role as one of the state's largest employers and a major buyer of goods and services — some of which are purchased in our state.

In terms of "excellence," there are too many examples to cite

here, but they include the opening of our \$40-million HHC Cancer Institute at The Hospital of Central Connecticut, the expansion of our Family Health Centers (now 12 strong and growing) and the start of clinical trials offered through our charter membership in the Memorial Sloan Kettering Cancer Alliance.

Ultimately, the impact of our caring and compassion is immeasurable. We aspire to bring heart to every encounter with a patient or family members.

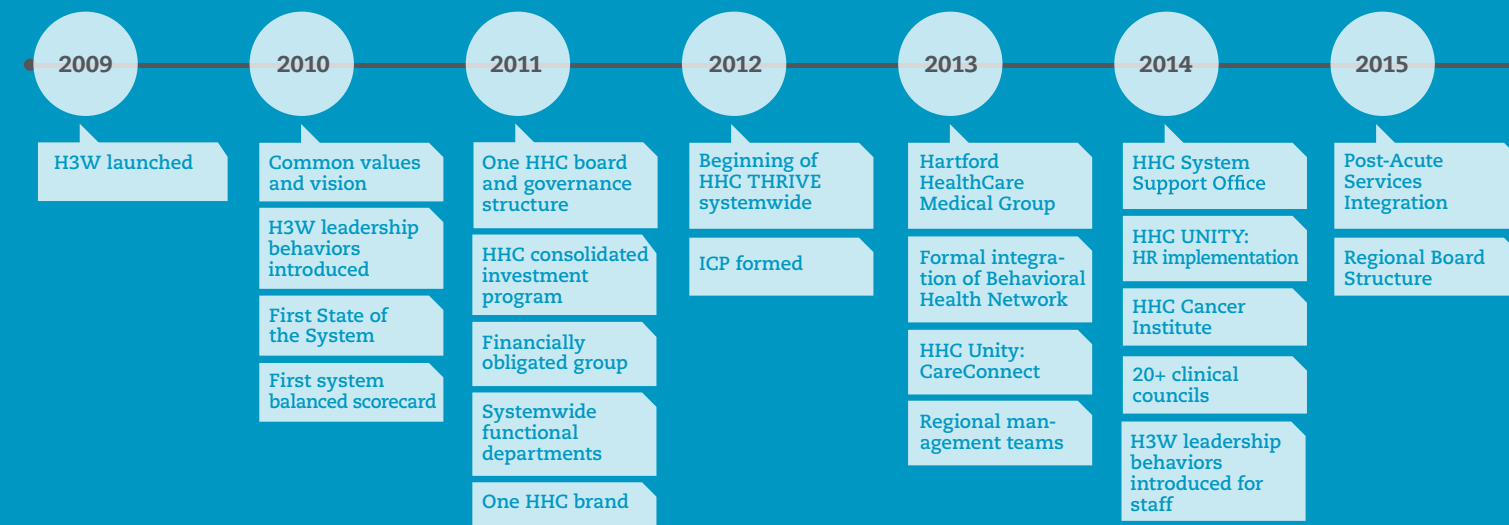
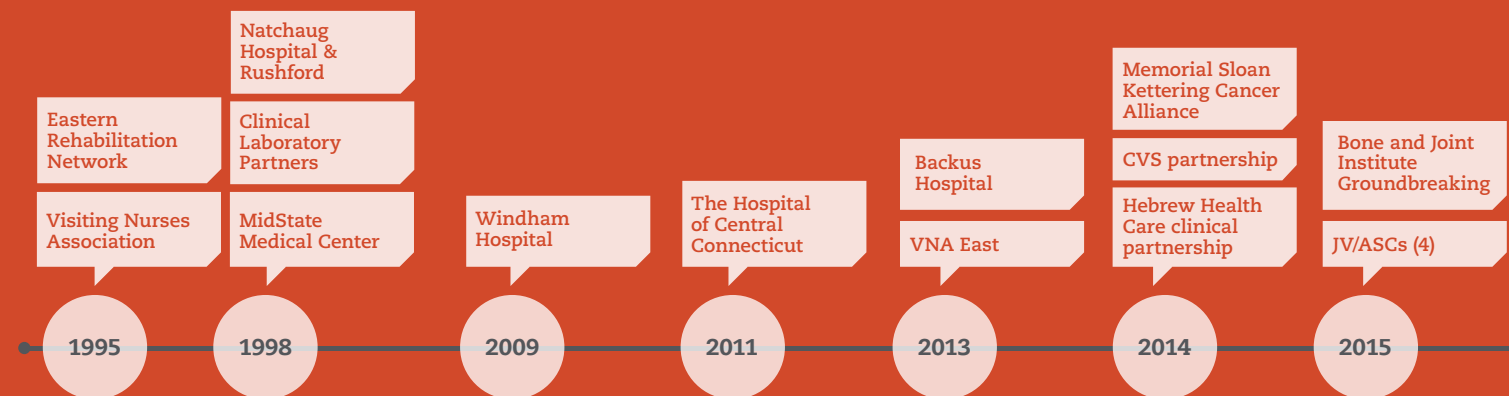
The more than 18,000 employees of Hartford HealthCare strive to demonstrate these values every day. I am proud to work alongside these extraordinary individuals.

Sincerely,

Elliot Joseph  
President and CEO  
Hartford HealthCare

## BUILDING OUR SYSTEM:

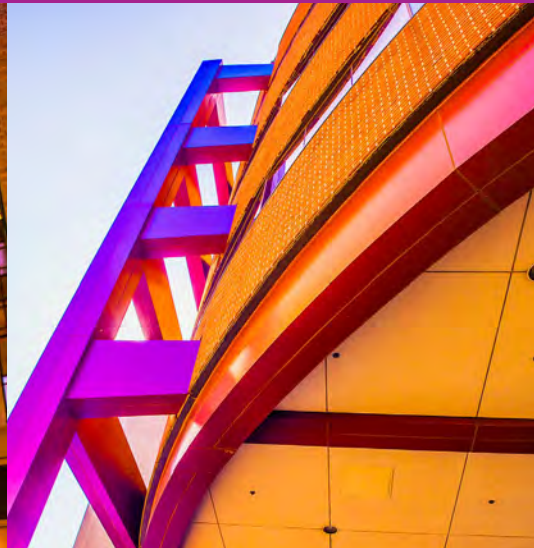
### building scale



### creating integration

# Hartford HealthCare QUICK FACTS & FIGURES

## ACUTE CARE HOSPITALS



### Hartford HealthCare

One State Street, Suite 19  
Hartford, CT 06103  
860.263.4100  
hartfordhealthcare.org

Employees: 18,135  
Transitions from Inpatient Care: 83,548  
Inpatient Days: 415,973  
Emergency Department  
Visits: 382,892  
Primary Care Visits: 366,642  
Towns in HHC Service Area: 101

### Backus Hospital

326 Washington Street  
Norwich, CT 06360  
860.889.8331  
backushospital.org

Licensed beds (inc. bassinets): 233  
Transitions from Inpatient Care: 10,803  
Patient Days: 47,919  
ED Visits: 79,930  
Newborn Admissions: 903  
Inpatient Surgeries: 2,365  
Ambulatory Surgeries: 6,427  
Employees: 1,834  
Physicians on Staff: 329  
Volunteers: 381  
Residents/Fellows: 4

### Hartford Hospital

80 Seymour Street  
Hartford, CT 06106  
860.545.5000  
hartfordhospital.org

Licensed beds (inc. bassinets): 867  
Transitions from Inpatient Care: 43,350  
Patient Days: 230,835  
ED Visits: 107,532  
Newborn Admissions: 3,851  
Inpatient Surgeries: 12,416  
Ambulatory Surgeries\*\*: 29,877  
Employees: 6,676  
Physicians on Staff: 1,335  
Volunteers: 935  
Residents/Fellows: 692  
Medical Students: 300

### The Hospital of Central Connecticut

New Britain General campus:  
100 Grand Street  
New Britain, CT 06050  
860.224.5011  
Bradley Memorial campus:  
81 Meriden Avenue  
Southington, CT 06489  
860.276.5000  
thocc.org

Licensed beds (inc. bassinets): 446  
Transitions from  
Inpatient Care: 15,230  
Patient Days: 69,007  
ED Visits: 103,808  
Newborn Admissions: 1,605  
Inpatient Surgeries: 3,123  
Ambulatory Surgeries\*\*: 6,929  
Employees: 2,344  
Physicians on Staff: 512  
Volunteers: 302  
Residents/Fellows: 106

### MidState Medical Center

435 Lewis Avenue  
Meriden, CT 06451  
203.694.8200  
midstatemedical.org

Licensed beds (inc. bassinets): 156  
Transitions from Inpatient Care: 9,208  
Patient Days: 37,258  
ED Visits: 57,710  
Newborn Admissions: 914  
Inpatient Surgeries: 1,869  
Ambulatory Surgeries\*\*: 6,405  
Employees: 1,062  
Physicians on Staff: 398  
Volunteers: 218

### Windham Hospital

112 Mansfield Avenue  
Willimantic, CT 06226  
860.456.9116  
windhamhospital.org

Licensed beds (inc. bassinets): 130  
Transitions from Inpatient Care: 2,926  
Patient Days: 12,249  
ED Visits: 33,912  
Newborn Admissions: 212  
Inpatient Surgeries: 715  
Ambulatory Surgeries: 2,066  
Employees: 626  
Physicians on Staff: 229  
Volunteers: 240

# Hartford HealthCare QUICK FACTS & FIGURES

## BEHAVIORAL HEALTH NETWORK



## PHYSICIAN ORGANIZATIONS

### Institute of Living

200 Retreat Avenue  
Hartford, CT 06106  
860.545.7000  
[harthosp.org/InstituteOfLiving](http://harthosp.org/InstituteOfLiving)

Transitions from Inpatient Care: 4,373  
Inpatient Days: 37,810  
Outpatient Visits (PHP/IOP/OP): 115,253  
Employees: 653

*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 or 800.426.7792  
[natchaug.org](http://natchaug.org)

Transitions from Inpatient Care: 2,031  
Inpatient Days: 18,705  
Outpatient Visits (PHP/IOP/OP): 201,392  
Employees: 545  
Volunteers: 7

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

### Rushford

883 Paddock Avenue  
Meriden, CT 06450  
1.800.542.4791  
[rushford.org](http://rushford.org)

Residential Days: 35,381  
Outpatient Visits (PHP/IOP/OP): 149,169  
Employees: 370  
Volunteers: 7  
Residents/Fellows: 2

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

### Hartford HealthCare Medical Group

1290 Silas Deane Highway  
Wethersfield, CT  
860.545.7188  
[hartfordhealthcaremedicalgroup.org](http://hartfordhealthcaremedicalgroup.org)

Office Locations: 56  
Physicians: 196  
Mid-Level Providers: 84  
Employees: 866  
New Primary Care Patients: 32,652  
Primary Care Visits: 319,799

*Provider of primary care, surgical care, urgent care and specialty medicine.*

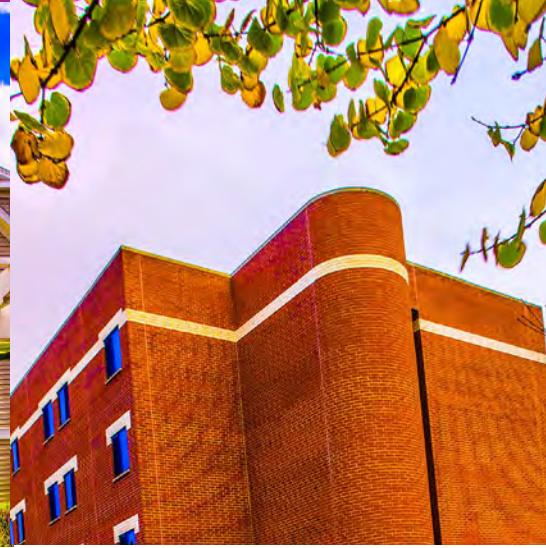
### Integrated Care Partners

1290 Silas Deane Highway  
Wethersfield, CT  
860.972.9051  
[integratedcarepartners.org](http://integratedcarepartners.org)

*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 1,600 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 and to reduce the cost of care.*

# Hartford HealthCare QUICK FACTS & FIGURES

## POST-ACUTE SERVICES



### Clinical Laboratory Partners

#### Laboratory Services

129 Patricia M. Genova Drive  
Newington CT 06111  
1.800.286.9800  
clpct.com

Patients Served: 1,551,882  
Employees: 886  
Patient Service Centers: 61

Clinical Laboratory Partners provides lab services throughout Connecticut.

### Hartford HealthCare at Home

#### Home Care

1290 Silas Deane Hwy., Suite 4B,  
Wethersfield, CT 06109  
860.249.4862  
hhcathome.org

Total Admissions: 18,949  
Employees: 944  
Volunteers: 57  
Branch Offices: 7

Hartford HealthCare at Home is a not-for-profit home care agency, which includes the former VNA HealthCare, VNA East and Backus Home HealthCare. It specializes in home nursing and hospice services as well as non-medical services through Independence at Home.

### Hartford HealthCare Rehabilitation Network

#### Rehabilitation

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

Patient Care Visits\*\*\*: 777,388  
Employees: 496

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

## SENIOR SERVICES

### Hartford HealthCare Senior Services

45 Meriden Avenue  
Southington, CT 06489  
860.378.1219  
hhc.seniorservices.org

Skilled Nursing Beds: 354  
Apartments: 356  
Employees: 956  
Volunteers: 230

**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: Independent and Assisted Living;

### Hebrew HealthCare A Hartford HealthCare Clinical Partner

Jefferson House: Skilled Nursing  
1 Abrahms Boulevard  
West Hartford, CT 06117  
860-523-3800  
www.hebrewhealthcare.org

Skilled Nursing Beds: 257  
Acute Hospital Beds: 45  
Apartment Units: 102  
Employees: 767  
Volunteers: 315

Hebrew HealthCare provides a full range of geriatric services. It includes a skilled nursing facility providing long term, rehabilitation and dementia care; acute care hospital for geriatric medical and behavioral health care; home health care; hospice services; Hoffman Summerwood assisted living community; dementia care services; outpatient primary care and rehabilitation; adult day care, geriatric consultations.

Hartford HealthCare  
**SENIOR EXECUTIVE LEADERSHIP**

December 2015

Hartford HealthCare  
**STRATEGIC PYRAMID**

FY16 Balanced Scorecard  
 Annual BSC Initiatives



**Elliot Joseph**  
 President & CEO  
 Hartford HealthCare



**Jeffrey Flaks**  
 Executive Vice President & Chief Operating Officer  
 Hartford HealthCare



**James Blazar**  
 Senior Vice President  
 Chief Strategy & Transformation Officer  
 Hartford HealthCare



**Tracy Church**  
 Senior Vice President & Chief Human Resources Officer  
 Hartford HealthCare



**Margaret Marchak**  
 Senior Vice President & Chief Legal Officer  
 Hartford HealthCare



**Rocco Orlando III, MD**  
 Senior Vice President & Chief Medical Officer  
 Hartford HealthCare



**James Cardon, MD**  
 Executive Vice President & Chief Clinical Integration Officer  
 Hartford HealthCare



**Charles L. Johnson, III**  
 Executive Vice President & Chief Financial Officer  
 Hartford HealthCare



**Stuart Markowitz, MD**  
 Senior Vice President  
 Hartford HealthCare

Hartford Region  
 President



**Lucille Janatka**  
 Senior Vice President  
 Hartford HealthCare

Central Region  
 President



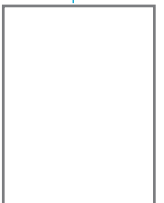
**David Whitehead**  
 Senior Vice President  
 Hartford HealthCare

East Region  
 President



**Patricia Rehmer, MSN**  
 Senior Vice President  
 Hartford HealthCare

Behavioral Health  
 Network President



**TBD**  
 Physician CEO  
 Hartford HealthCare  
 Cancer Institute



**Rita Parisi**  
 Senior Vice President  
 Hartford HealthCare  
 Community Network

Community Network



**Bimal Patel**  
 Senior Vice President  
 Operational Integration  
 Hartford HealthCare

Operational Integration



**Vince DiBattista**  
 Senior Vice President  
 Physician Network  
 Development, HHC

Physician Network  
 Development, HHC



**Richard Stys**  
 Senior Vice President  
 Finance & Treasurer  
 Hartford HealthCare

Finance & Treasurer



**Richard T. Shirey**  
 Senior Vice President & Chief Information Officer, HHC

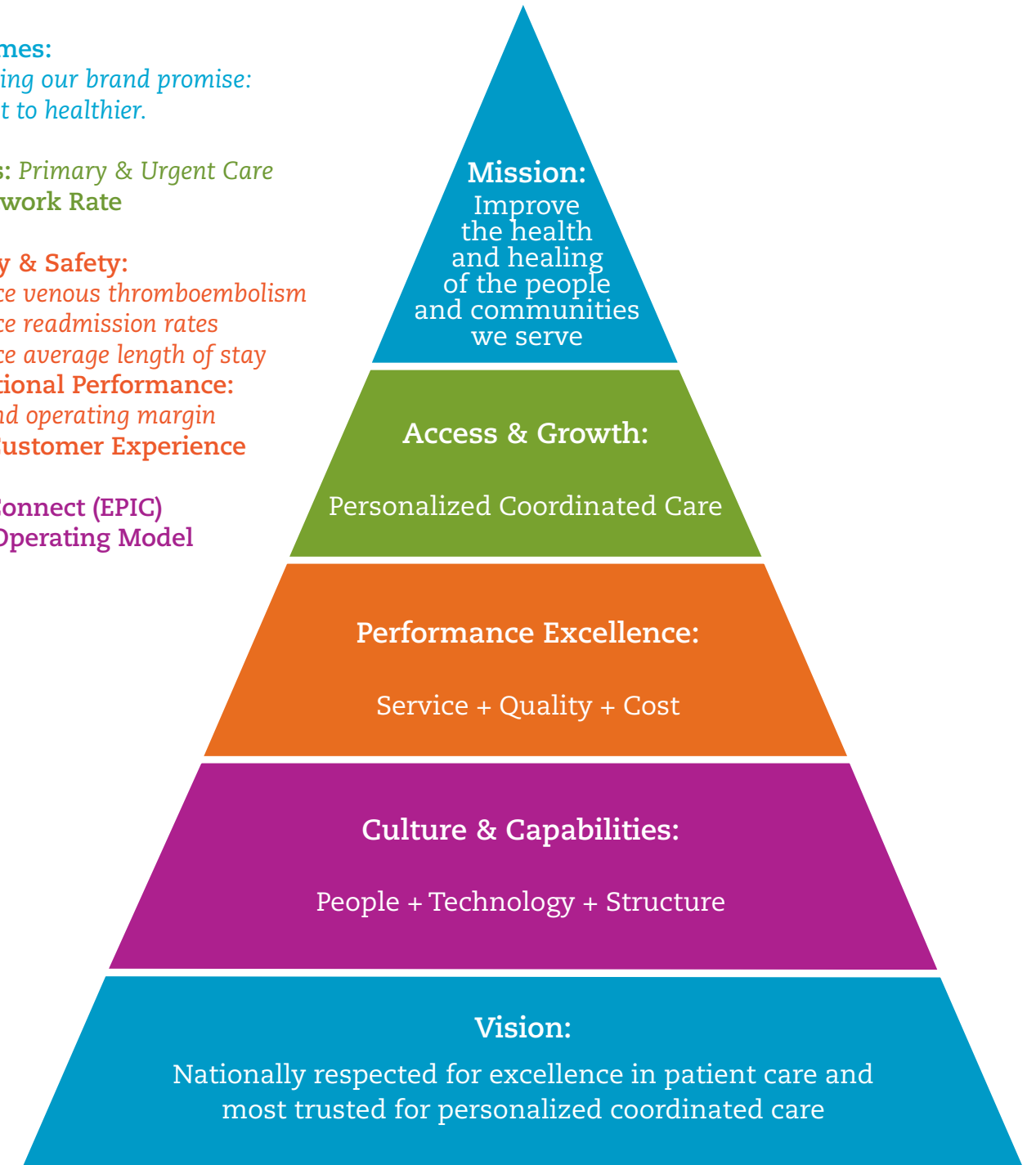
Chief Information Officer, HHC



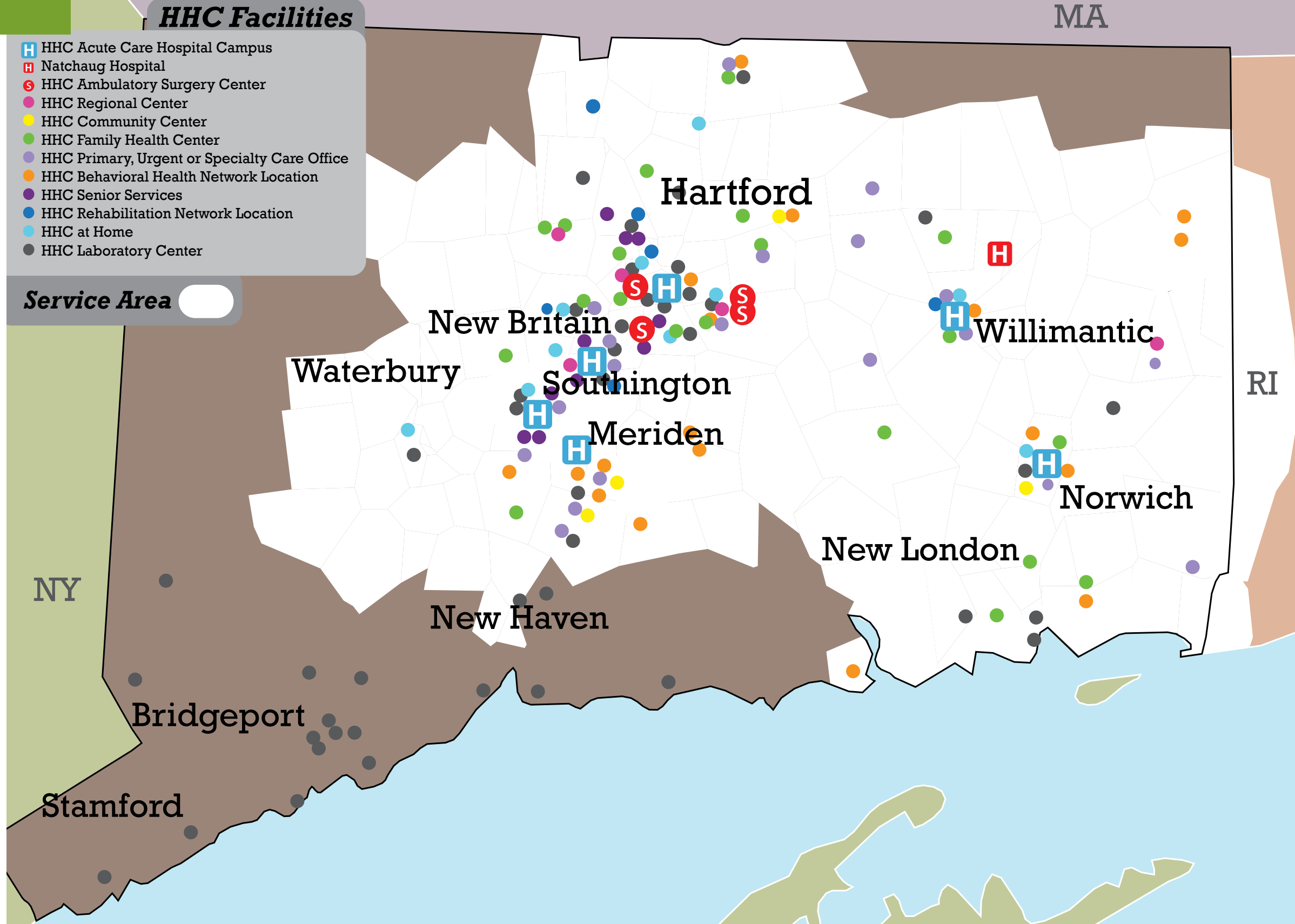
**Gerald J. Boisvert**  
 Senior Vice President  
 Financial Operations  
 Hartford HealthCare

Financial Operations

- **Outcomes:**  
 Delivering our brand promise:  
 Connect to healthier.
- **Access: Primary & Urgent Care**
- **In-Network Rate**
- **Quality & Safety:**
  - Reduce venous thromboembolism
  - Reduce readmission rates
  - Reduce average length of stay
- **Operational Performance:**  
 Cost and operating margin
- **HHC Customer Experience**
- **Care Connect (EPIC)**
- **H3W Operating Model**



# SERVICE AREA





# A Year of System-Wide ACCOMPLISHMENTS

## Hartford HealthCare (HHC) System

- Maintained an “A stable” bond rating, enabling continued investment in innovative technology, facilities and highly skilled staff.
- Continued the CareConnect system-wide transformation to the Epic electronic health record with successful implementation in August at 23 primary care practices. Epic is under implementation at all five HHC hospitals and other organizations, including HHC at Home; the Behavioral Health Network (Natchaug Hospital, Rushford, the Institute of Living), the rehabilitation network; senior services (including skilled-nursing facilities); and with all medical, nursing and ancillary staffs.
- Implemented the PeopleSoft platform system-wide to improve requisition of goods and services, obtainment of financial information, approval of purchases and invoices, and other processes.
- **Opened a state-of-the-art Hartford HealthCare Cancer Institute at The Hospital of Central Connecticut, a \$40-million, 100,000-square-foot facility offering the full continuum of cancer care.**



- Began renovations of The Hospital of Central Connecticut Bradley Memorial Emergency Department in Southington to develop a universal care unit and extend outpatient services. Renovations will augment the Hartford HealthCare Family Health Center to open in Southington in 2017.
- Opened a comprehensive orthopedic center on The Hospital of Central Connecticut Bradley Memorial campus to provide a range of ambulatory services.
- Continued to develop Family Health Centers (now numbering 12) in the system service area to increase community access to care.

- Launched a Neuroscience Center to bring together expertise in several disciplines across the Hartford HealthCare system, increasing coordination of care and improving quality and safety. The Center will develop innovative programs, such as headache-management and movement-disorder programs.
- The Tallwood Urology and Kidney Institute at Hartford Hospital became a system-wide resource to provide expertise from throughout the system for all Hartford HealthCare patients with urologic and kidney diseases.
- Opened the Hartford HealthCare Community Pharmacy at Hartford Hospital to better integrate pharmacy management into patient care and provide employees with more convenient access to medications. Patients will be able to fill prescriptions before leaving the hospital campus.
- Established Hartford HealthCare at Home, bringing together VNA HealthCare, VNA East and Backus Home Health Care to better coordinate services.
- Created the HHC Community Network division, including Hartford HealthCare Rehabilitation Network, Hartford HealthCare at Home and Hartford HealthCare Senior Services, to improve care coordination for patients after hospital stays.
- Launched Lean Management to further system-wide efforts in continuous process improvement, elimination of waste and enhancement of the patient experience.
- Established the first system-wide Internal Review Board for research.
- Together, HHC hospitals achieved an overall high 95 percent hand-hygiene compliance during FY 2015, a national best-practice level.
- HHC was cited by the Centers for Disease Control and Prevention as an example of excellence in preparations and training for managing Ebola patients.
- The Hartford HealthCare Cancer Institute at Hartford Hospital and The Hospital of Central Connecticut were recognized with Outstanding Achievement Awards by the American College of Surgeons Commission on Cancer.

- The Hartford HealthCare Cancer Institute took another step forward in its evolution by offering patients access to select Memorial Sloan Kettering (MSK) clinical trials and research protocols – a cornerstone of the Institute’s pioneering membership in the MSK Cancer Alliance.

## William W. Backus Hospital

- Opened a 2,500-square-foot family health center in Ledyard and a family health center in Waterford, increasing access to urgent and primary care in Eastern Connecticut.
- Began construction of a 40,000-square-foot center in Plainfield (to be completed in 2016) to house rehabilitation services, a women’s health center, cardiology services, infusion and medical oncology services, and an ambulatory surgery center.
- Backus was the first hospital in Eastern Connecticut to offer the latest daVinci robotic surgical technology, expanding hospital robotics beyond urology and gynecology.
- First hospital in Eastern Connecticut to offer MAKOplasty®, a new surgical, minimally invasive technology to improve patient outcomes in knee and hip surgeries.
- Named a 2014/2015 Consumer Choice Award winner by the National Research Corporation, an award recognizing hospitals across the country that consumers choose as having the highest quality and image.
- Named a Top Performer on Key Quality Measures by the Joint Commission for heart attack, heart failure, pneumonia, and surgical care.
- Launched the Preventive Medicine Institute to move care toward population health management, with providers working closely with patients with chronic conditions to reduce readmissions and Emergency Department visits.
- Breast Center earned full three-year reaccreditation from the National Accreditation Program for Breast Centers with the surveyor also selecting the program as a “Best Practice Repository,” establishing Backus as a national leader in breast care.
- Trauma center was re-verified as a Level III Trauma Center by the Verification Review Committee, an ad hoc committee of the Committee on Trauma of the American College of Surgeons. Backus offers the only trauma center in New London and Windham counties.

- Health centers in Colchester, Montville, North Stonington, Norwichtown and Waterford received top scores from the National Committee for Quality Assurance. The centers received Level 3 Patient Centered Medical Home recognition, the highest recognition given for primary care practices.



- One of only three hospitals in the New York Metro area to be honored with the Northeast Business Group on Health Leapfrog Hospital Award for “dedication and commitment to improving patient safety and quality.” Received an “A” hospital safety score.
- For the fifth straight year, Backus recognized as one of the most technologically advanced hospitals in the nation with a “Most Wired” Award by *Hospitals and Health Networks*, a publication of the American Hospital Association.

## Windham Hospital

- **Completed major renovation of a 5,000-square-foot office building adjacent to the hospital campus to house gastroenterology and pediatrics practices.**



- Diabetes Education Program again received four-year accreditation from the American Diabetes Association, recognizing quality in diabetes self-management education programs.
- Cancer Program received full accreditation from the American College of Surgeons Commission on Cancer.
- Began innovative partnership with TeamHealth to provide dedicated team of board-certified OB/GYN physicians 24/7, 365 days per year to meet local needs.

## A Year of System-Wide Accomplishments, *continued*

- Initiated the “Just Ask” program, partnering with nine area restaurants to offer healthy, heart-friendly menu items.

### MidState Medical Center

- Opened a Heart Failure Resource Center to provide congestive heart failure patients and their families with education and support to improve disease management and quality of life and to reduce hospital admissions and readmissions.
- Renovated the LaPlanche Clinic at the Meriden Senior Center, which sees nearly 1,000 patient visits annually.
- Hartford HealthCare Cancer Institute at MidState Medical Center was reaccredited by American College of Surgeons Commission on Cancer.
- Since launching its Senior Emergency Care Services initiative to better coordinate senior care and improve patient outcomes, Emergency Department pharmacists identified more than 500 medication interactions among area seniors, and the ED staff connected more than 60 seniors with primary care providers.
- Implemented a new patient care model, Acute Behavioral Health Unit, located in the Emergency Department, to expand crisis evaluation coverage to 24 hours a day, seven days a week.
- Diabetes Self-Management Education Program was recertified by the American Diabetes Association.
- **Advanced Wound Care and Hyperbaric Medicine team received the 2014 Excellence in the Workplace Award from the Connecticut Nurses Association for creating a work environment promoting professional autonomy and quality nursing practices.**



- Advanced Wound Care and Hyperbaric Medicine earned the Center of Distinction Award from Healogics Inc., the nation’s largest provider of advanced wound-care services. Eligible centers must achieve a minimum wound healing rate of at least 91 percent for 12 consecutive months and maintain a patient satisfaction score of more than 92 percent. MidState maintained a 93.2 patient satisfaction score and 92.6 percent healing rate.
- Radiology Services was designated a Lung Screening Cancer Center by the American College of Radiology.
- Bariatrics surgery program earned Comprehensive Center Accreditation from the American College of Surgeons and Bariatric Surgery Accreditation and Quality Improvement Program.
- Acknowledged by LifeChoice Donor Services for achieving bronze-level recognition with the U.S. Health Resources and Services Administration for organ, eye and tissue donation and registration efforts.
- Earned the Joint Commission’s Gold Seal of Approval for the Knee and Hip Replacement Program, meeting national standards for healthcare quality and safety in disease-specific care.
- Performed first robotic ear, nose and throat surgery, using an advanced procedure (transoral robotic surgery), resulting in faster recovery; fewer than 10 physicians in Connecticut are qualified to perform this surgery.
- Awarded a one-year, \$61,756 grant from Susan G. Komen for the Cure to provide outreach and education to at-risk populations.

### The Hospital of Central Connecticut

- The Hartford HealthCare Cancer Institute at The Hospital of Central Connecticut opened its doors. It’s a state-of-the-art, \$40-million, 100,000-square-foot cancer and medical arts center in New Britain/Plainville, offering the full continuum of cancer care services, from prevention to treatment.
- Opened a new 32-bed inpatient psychiatric unit at the New Britain General campus, part of an HHC plan to expand access to inpatient psychiatry services in Central Connecticut, giving patients

a wider range of treatment options and clinical interventions in one central location.

- **Began renovation of Department of Cardiology on the New Britain campus, bringing together registration, treatment, recovery and discharge in a single location.**



- HOCC was rated by *U.S. News & World Report* as being one of the Best Hospitals for Common Care and as high-performing in the treatment of chronic obstructive pulmonary disease (COPD).
- HOCC recognized as one of the most technologically advanced hospitals in the nation with a “Most Wired” award by *Hospitals and Health Networks*, a publication of the American Hospital Association.
- The Hartford HealthCare Cancer Institute at HOCC was recognized with a 2014 Outstanding Achievement Award from the Commission on Cancer, an accrediting arm of the American College of Surgeons. Only 75 programs nationwide receive the annual reward.
- HOCC received the Mission: Lifeline® Silver Receiving Quality Achievement Award for implementing specific quality improvement measures outlined by the American Heart Association for treating patients suffering severe heart attacks.
- Received the Mission: Lifeline’s Silver-Plus Award for achieving a score of 75 percent or greater for treating STEMI transfer patients within 120 minutes.
- The All Heart Cardiac Rehabilitation Program at the Bradley Memorial campus in Southington earned three-year recertification from the American Association of Cardiovascular and Pulmonary Rehabilitation.

- Department of Radiology was designated a Lung Screening Cancer Center by the American College of Radiology; designation applies to HOCC’s New Britain General and Bradley Memorial campuses.
- Implemented a new patient care model, Acute Behavioral Health Unit, located in the Emergency Department, to expand crisis evaluation coverage to 24 hours a day, seven days a week.
- Diabetes Self-Management Education Program was recertified by the American Diabetes Association.
- HOCC one of few facilities in the state to offer Center-Pregnancy, using a model of wellness visits and education in a group setting. Program is partially funded by the March of Dimes for underinsured and uninsured patients.
- Breast Health Program recognized for securing \$53,000 in grants from the Connecticut Breast Health Initiative to support education and research for breast cancer patients.
- Awarded more than \$41,000 from the Connecticut affiliate of Susan G. Komen for the Cure to provide free mammograms and breast ultrasounds to qualified women.
- A 1961 graduate of the former New Britain General School of Nursing donated \$50,000 to establish the Diane Ramy Faulconer Scholars Program to support continuing education of HOCC nurses.

### Hartford Hospital

- Began construction of the Bone & Joint Institute, a \$150-million facility to include five floors of 130,000 square feet with 10 operating rooms; 48 to 52 inpatient beds (with the capability of expanding to 80 beds); diagnostic services; orthopedic urgent care; and public space. The ambulatory and medical space will include three floors of 35,000 total square feet with offices for orthopedics, rheumatology and neurosciences; and three ambulatory surgery rooms with space for two additional operating rooms. The Institute is designed to be the premier musculoskeletal clinical and research center in the region.
- Began work to expand the Center for Education, Simulation and Innovation (CESI) – a nationally recognized, state-of-the-art medical training and education center – with a \$15 million state grant. The expansion will triple the size of CESI.

## A Year of System-Wide Accomplishments, *continued*

- The Institute of Living opened an on-campus Family Resource Center and hub for the ACCESS-Mental Health Connecticut Program. ACCESS-Mental Health CT is a statewide initiative to connect pediatricians and primary care providers with psychiatry services; the IOL is one of only three hubs in the state.
- Launched a Neuroscience Center to bring together expertise in several disciplines across the Hartford HealthCare system, increasing coordination of care and improving quality and safety.
- Added 14 beds to the hospital's critical care capacity by completing the Center 8 ICU; rooms are designed to enable family members to comfortably spend time with loved ones.
- **LIFE STAR, part of Hartford Hospital's Level One Trauma Center program, celebrated 30 years of transporting and delivering critical care to more than 30,000 patients.**



- **LIFE STAR established a third base at MidState Medical Center in Meriden to increase access to complex care in Central Connecticut.**
- Transplant team completed 3,000<sup>th</sup> transplant.
- Hartford Hospital participated in the longest kidney transplant chain ever accomplished; 34 kidneys were swapped among 26 hospitals over three months.
- Pet Therapy Program celebrated 20<sup>th</sup> anniversary with more than 50 canine volunteers spreading comfort and cheer throughout the hospital in a unique program that enables nursing staff and other care givers to easily request canine visits.
- First in Greater Hartford to offer patients MAKOplasty® for partial knee resurfacing and total hip replacement. The minimally invasive procedure

enables precise alignment and placement of implants through robotic-assisted surgery, allowing for a much shorter patient recovery period.

- Achieved 96 percent hand-hygiene compliance, a national benchmark.
- Center for Education, Simulation and Innovation (CESI) was recognized by the U.S. Centers for Disease Control and Prevention for setting a national standard in training staff in use of personal protective equipment (PPE) in treating Ebola patients. CESI staff members worked around the clock one weekend in mid-October 2014 to train more than 170 volunteers in the safe use of PPE. As a result, CESI was asked to lead a 90-minute national web conference on Ebola preparedness.
- Hartford Hospital retained the top spot in the region as one of *US News & World Report's* best hospitals, achieving badges of excellence in psychiatry, nephrology, urology and orthopedics.
- The Hartford HealthCare Cancer Institute at Hartford Hospital was recognized with a 2014 Outstanding Achievement Award from the Commission on Cancer, an accrediting arm of the American College of Surgeons. Only 75 programs nationwide receive the annual reward.
- Received Women's Choice Awards® as one of America's best hospitals for orthopedics, heart care and stroke (only 250 hospitals nationwide have this seal).
- Named by *Becker's Hospital Review* as one of the top 100 hospitals "with great women's health programs."
- Heart, kidney and liver transplant programs were accepted as Anthem Centers of Excellence; the heart and kidney programs were named Aetna Centers of Excellence; kidney and heart transplant teams were accepted into OPTUM's Center of Excellence.
- Heart Transplant Program's one-year 96 percent survival rate was named as one of the best in the Northeast, according to the Scientific Registry of Transplant Recipients, for the one-year period from July 1, 2013 to June 30, 2014.

- Hartford Hospital once again verified as a Level One Trauma Center (through Sept. 8, 2017) by the Verification Review Committee of the Committee on Trauma of the American College of Surgeons.
- "Mobility is Medicine Project" (Hartford Hospital and HHC Rehabilitation Network) won the National Association of Rehab Agency and Providers Innovation Award, which trains volunteers to mobilize patients – a key to recovery.
- Launched "Thumbs Up, Phones Down" Campaign to urge public to pledge to drive safely. Exceeded goal of 10,000 pledges at [ThumbsUpPhonesDown.org](http://ThumbsUpPhonesDown.org).
- Launched a Bloodless Surgery Clinic to expand access to pre-operative informational consultations to patients with concerns regarding blood transfusions.

### Behavioral Health Network (BHN)

*Includes the Institute of Living at Hartford Hospital; Natchaug Hospital; Rushford; and behavioral health units at The Hospital of Central Connecticut, MidState and Backus*

- In partnership with Integrated Care Partners, and using best practices, BNH launched a pilot program placing behavioral health clinicians in primary care offices. The clinician provides consultations to other members of the practice, assisting with diagnosis and assessment of patients' behavioral health-related problems, conducting brief treatment, and facilitating referrals to community resources. A \$100,000 grant from the Connecticut Health Foundation supports the program.
- Reorganized, restructured and reintegrated behavioral health services at the Emergency Center at Windham Hospital, enhancing the level of care provided to psychiatric patients.
- Introduced a new crisis-intervention and behavior-management method to create a single standard, best-practice model for patient, employee and workplace safety.
- Opened a 32-bed inpatient psychiatric unit at The Hospital of Central Connecticut, New Britain campus, to expand access to inpatient psychiatry services in Central Connecticut, giving patients a wider range of treatment options and clinical interventions in one central location.

- Natchaug launched an innovative campaign to provide vocational experiences within programs for emotionally disturbed students.
- Institute of Living selected as one of three hubs in Connecticut as part of the ACCESS-Mental Health Connecticut Program, a statewide initiative to connect pediatricians and primary care providers with psychiatry services.
- Rushford became first behavioral health provider within the system to offer a comprehensive program for the administration of Narcan for opiate overdoses.
- Rushford opened Parker North in Meriden, an all-female home providing opportunity for community living to women discharged from several state hospitals.
- Rushford's detox unit in Middletown added three beds, bringing the total number of detox beds to 19, expanding access to care for clients.
- Rushford named a clinical training site for psychiatry by the Frank H. Netter School of Medicine at Quinnipiac University.
- **BHN marketing and communications team recognized as the Best in New England by the New England Society of Health Care Communicators (NESHCo) for its National Dialogue on Mental Health (NDMH) community relations campaign. Between January 2014 and January 2015, the BHN held free public forums across its service area, focusing on mental health and substance-abuse issues. The NDMH is a response to the tragedy at Sandy Hook Elementary School in December 2012.**



## A Year of System-Wide Accomplishments, *continued*

### Integrated Care Partners

- To provide more complete, holistic patient care, began integrating behavioral health services into primary care to assist in diagnosis and assessment of patients' behavioral health problems.
- Expanded community care management team to more than 30 members (nurses, social workers, health coaches) to assist physicians and practices in improving outcomes for patients with chronic conditions. Team members are nationally certified in managing chronic diseases.
- Led the system-wide implementation of RightCare, a software platform used in hospital admissions to identify patients at high risk for readmission or complications from their illnesses. RightCare, proven to reduce readmissions and improve patient outcomes, assists in better care coordination and patient transition to post-acute care, including skilled-nursing, home care or rehabilitation services. RightCare is in place at HHC hospitals and is connected to several skilled-nursing facilities.
- Led establishment of congestive heart failure clinics at Hartford Hospital, Windham Hospital and MidState Hospital, using the pilot program at The Hospital of Central Connecticut as an example, to reduce patient readmissions and improve patients' quality of life through education and enhanced patient engagement.
- Led establishment of a system-wide preferred provider network of 38 skilled-nursing facilities across the state to ensure patients transition from HHC hospitals to facilities that meet specific quality standards.
- Established Hartford HealthCare Employee Wellness Program to improve employee access to and education about preventive care to enhance overall employee well-being.
- Implemented pilot primary care clinic for Hartford HealthCare employees based on team-delivered healthcare, including physicians, a behavioral health specialist and a health coach, to use as a model for other primary care practices.
- In partnership with the University of Connecticut School of Pharmacy, began integrating medication

management into primary care to improve patient outcomes and reduce readmissions.

### Community Network

#### Hartford HealthCare at Home

- Team members earned hospice certification, a newly developed certification by the American Academy of Hospice and Palliative Medicine.
- Expanded hospice services to the Norwich service area.
- Hospice program received "We Honor Veterans" level two certification.
- Population health program is demonstrating increasing value in partnership with Integrated Care Partners
- Independence Living Services became Hartford HealthCare Independence at Home, a non-medical service provider helping seniors live independently at home.
- Independence at Home increased live-in cases from 26 to an unprecedented 52, assisting individuals to stay at home and age in place. In total, Independence at Home provided more than 144,591 hours of hands on care to clients in fiscal year 2015.

#### HealthCare Rehabilitation Network

- Continued expansion in Eastern Connecticut, with the opening of new clinics in Colchester and Waterford.
- Using a systematic, nationally recognized protocol progression for overall health and wellness improvements after an injury, implemented a bridge clinic to close the gap from insurance completion to the patient's return to recreational activities.
- "Mobility is Medicine" project with Hartford Hospital won the National Association of Rehab Agency and Providers Innovation Award.
- Celebrated 20<sup>th</sup> anniversary.

#### Hartford HealthCare Senior Services

- Connecticut Center for Healthy Aging opened a location in Southington, expanding services to seniors.

- Arbor Rose/Jerome Home and Mulberry Gardens of Southington and at Marian Heights recognized as *Hartford Courant* and FoxCT Top Workplaces, based on results of a WorkplaceDynamics employee survey.
- Jerome Home, Jefferson House (a department of Hartford Hospital) and Southington Care Center received Five-Star Quality Ratings from the Centers for Medicare & Medicaid Services – the highest possible rating for nursing facilities.
- Cedar Mountain Commons received Best Practice Award–Managed Residential Services from the Connecticut Assisted Living Association for its art program, "Masterpieces and Mimosas."



- Cedar Mountain had zero deficiencies in its re-licensure survey by the Connecticut Department of Public Health.
- Connecticut Center for Healthy Aging received a \$2.1-million state grant from the Department of Social Services, a first-time funding for providers expanding service options by providing resources and services for older adults to age in place.
- Mulberry Gardens of Southington–Harmony Place achieved the Alzheimer's Foundation of America Excellence in Care Dementia Program of Distinction.
- The Orchards at Southington received SeniorAdvisor.com's Best of 2015 Award for senior living and home-care providers that consistently receive high ratings and positive reviews from residents, families and visitors.
- The Orchards received the Green Circle Award from the Connecticut Department

of Environmental Protection for activities promoting conservation and environmental awareness.

- Southington Care Center celebrated its 25th anniversary.

#### Hartford HealthCare Medical Group

- Successfully recruited 20 primary care providers to existing and new practice locations, including new practice sites in Plainfield and Bloomfield
- Supported health system service lines by recruiting 19 new specialty care providers, including a urology group, cardiovascular and breast surgeons, several cardiologists in Eastern Connecticut, a thoracic surgeon, and neurologists – increasing our group practice to 280 providers.
- Developed multiple partnerships, including breast and thoracic surgery with Middlesex Hospital and the cardiac service line with UConn.
- Integrated our bariatric surgeons across multiple campuses, elevating all of our sites to Center of Excellence status.
- Pioneered the system in the transition to Epic in August with our primary care practices, laying the groundwork for the roll-out to the entire system over the next two years and progressing toward one medical record to improve care coordination throughout HHC.
- Created first Headache Program at Hartford HealthCare with a nationally renowned neurologist.
- Continuing to expand and integrate services, with a new dermatology service line; extension of the vascular surgery and plastic surgery service lines throughout Hartford HealthCare; and addition of several specialists and primary care physicians.
- Hartford HealthCare Medical Group Centers for Surgical Weight Loss at Hartford Hospital received Center of Excellence designation from the Metabolic and Bariatric Surgery Accreditation and Quality Improvement Program, a joint program of the American College of Surgeons and the American Society of Metabolic and Bariatric Surgery.



# Key System INITIATIVES

## Building our BRAND



## Hartford HealthCare Connect to healthier.™

Far from being just a tagline or advertising slogan, Hartford HealthCare's brand is a true reflection of who we are as an organization. Our brand is summarized by the phrase, "Connect to healthier." This branding position was introduced in 2015 after months of discussion, research and analysis.

"Connect to healthier" and its accompanying graphics embody the coming together of HHC's partner organizations and reflect the System's determination to improve the patient experience by connecting information technology systems and medical records, making access to appointments quicker and easier, creating seamless transitions of care, and making healthcare less fragmented.

Our brand underscores attributes and practices that differentiate us. Consistent with our vision, our brand is patient focused. It embodies our commitment to engage patients as true partners

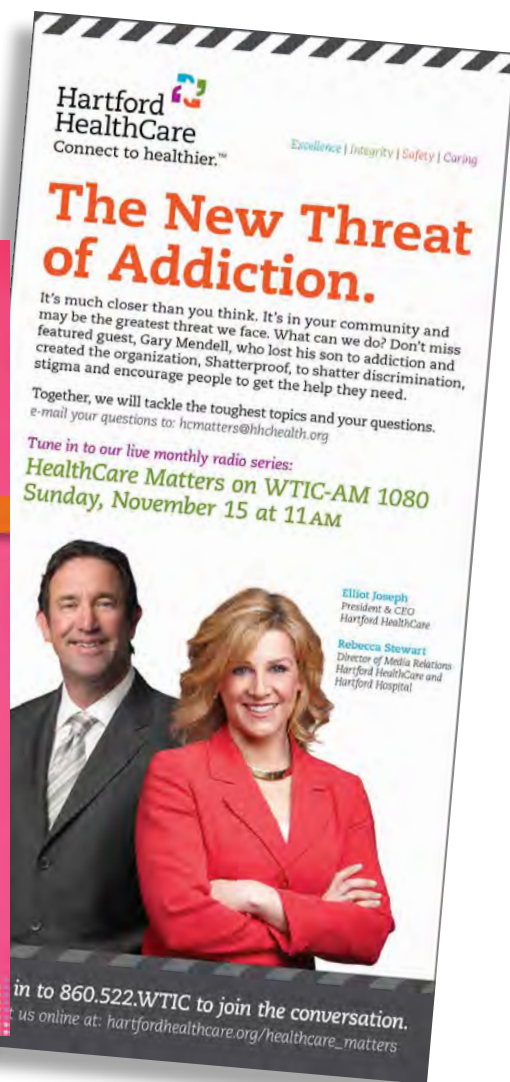
in care, to listen and solicit patient feedback, and to ensure coordinated care across our entire continuum. Consistently exhibiting this brand in all we do will mean that HHC patients will want and need only one relationship with a healthcare provider, have one medical record and one bill, and have easy access to care and seamless care transitions.

In addition to a single "Connect to Healthier" tagline that unifies the logos for every HCC organization, we are bringing our brand to life in unexpected ways that connect with consumers and reinforce our brand position. These include:

- **A Hartford HealthCare Wellness radio station** on Pandora, where upbeat music is a fitting accompaniment to exercise and healthy activity.



- **A monthly radio show** — HealthCare Matters — on key healthcare issues and trends, hosted by HHC President and Chief Executive Officer Elliot Joseph on WTIC am.
- **Custom apps**, like HealthEMinder, that enable people to track key health metrics on their smart phones.
- **Community outreach, educational events and strategic partnerships** that bring our brand message right to places where people gather, and encourage them to connect to healthier by connecting with us.



## Connecting to HEALTHIER — Literally

### CareConnect

In August 2015, two years designing, building, testing, training and validation culminated with the launch of the Epic Electronic Health Record at 23 Hartford HealthCare Medical Group (HHC MG) primary care offices.

CareConnect is a project that will eventually connect all HHC technology platforms, giving providers access to a single medical record no matter where patients seek care.

This is more than a software installation. It is a giant step toward achieving Hartford HealthCare's vision to the "nationally respected for excellence in patient care and most trusted for personalized, coordinated care." The next major step is planned for the spring of 2016, when MidState Medical Center and Windham Hospital and Hartford HealthCare Medical Group's ambulatory specialists will adopt Epic. Hartford Hospital will adopt

the system in August of 2016. The Epic platform will make the transfer of health information more efficient to provide seamless care coordination, while ensuring that privacy is protected with extensive encryption.

### MyChartPlus

The system also features an interactive patient portal, called MyChartPlus that will allow patients to:

- View medical record information including health summary, test results, medical history and more
- Request appointments
- Complete health- and visit-related questionnaires
- Request non-urgent medical advice and medication refills
- Pay bills and review balances
- Access accounts for parents, spouses, and caregivers (with appropriate authorization)

### Care Everywhere

And the opportunity for care coordination will not stop at Hartford HealthCare's walls. Recently, Hartford HealthCare announced a special collaboration with Connecticut Children's Medical Center, Saint Francis Care and Yale New Haven Health System, which also use Epic, to securely share electronic health records for

participating patients.

Spearheaded by Hartford HealthCare, the initiative allows authorized clinicians from hospital systems using Epic software to share medical records including physician progress notes, lab reports, and operative notes, with patient permission.

"We looked at other systems using Epic as an asset to serving the state because we knew the functionality was there, and with all of us on the same platform using the same built-in health information exchange that Epic provides, there would be full interoperability for patients that move around to various providers," said Dr. Rocco Orlando, senior vice president and chief medical officer for Hartford HealthCare. "This is really about our vision at Hartford HealthCare to provide one registration, one health record, one standard of excellence, one bill and one relationship for every patient."

To improve communication with and among private medical practices that are not affiliated with HHC, this project also includes a component called "Community Connect," which offers subsidies of up to 80 percent to practices that adopt the Epic ambulatory electronic health record.

## System-wide NEEDS ASSESSMENT

Hartford HealthCare took another step toward centralization and standardization by coordinating

its first system-wide Community Health Needs Assessment process. Previously, every hospital completed an independent report, frequently duplicating effort and resources. The Community Health Needs Assessment is a systematic, data-driven approach to determining the health status, behaviors and needs of residents in the service areas of Hartford HealthCare hospitals. This information may be used

to satisfy ACA/IRS requirements for not-for-profit hospitals and to inform decisions and guide efforts to improve community health and wellness. A Community Health Needs Assessment provides information so that communities may identify issues of greatest concern and decide to commit resources to those areas, thereby making the greatest possible impact on community health status.

## Key System Initiatives

### Developing Strong LEADERS

A strong operating model is only as good as the people who carry it out. That is why we have taken numerous steps to help our managers and physicians develop the leadership skills necessary to achieve consistently excellent results. Performance improves when we increase rigor, discipline and accountability in our work and in the way we execute key initiatives across our network.

Performance expectations for managers are aligned with the H3W Leadership Behaviors and Balanced

Scorecard goals. To support this initiative, the Human Resources and Leadership and Organizational Development teams collaborated to design and implement a new performance evaluation process for all leaders who manage others. Managers are now evaluated on both what and how work is completed, with reviews including feedback on the H3W leadership behaviors, values and leadership competencies.

To support those new to management, a six-month training and support program is offered to all new supervisors. To recognize excellence, the Gold Medal Manager Award is presented to up to three managers quarterly. The winners are nominated by their staffs and staff comments are published so that best practices can be shared across the system.

The role of physicians as leaders also has been recognized with Physician Leadership Development Institute. The PLDI was formed to strengthen the leadership skills of providers across Hartford HealthCare. Topics covered include the H3W leadership behaviors, quality and safety, finance, the clinical transformation of healthcare, strategic planning and marketing, negotiating and LEAN. So far, more than 100 HHC physicians have graduated from the 10-month program.

As part of our culture, we are reinforcing the mindset that every person is a leader. To that end, every employee is expected to complete training in the H3W leadership behaviors by the end of FY 2016. At the end of FY15, 12,757 employees had completed the training.

### Strengthening Our H3W Operating Model

How Hartford HealthCare Works (H3W) was launched at Hartford Hospital in 2009 and then deployed system-wide, with a strong emphasis on staff engagement, accountability, data collection and analysis, organizational communication, as well as recognition and celebration. Monthly team-based work group meetings supported by trained facilitators use a standard agenda and dashboard template as key elements of the H3W model. Employees across the organization have been trained in our H3W Leadership Behaviors designed to create a common culture of respect, accountability, high performance and honesty.

In FY15 a strategic decision was made to strengthen the H3W operating model with the infusion of Lean principles and practices to address the need for greater agility in an ever intensifying and challenging environment and a desire to address stubborn levels of variability still present in our system.

During FY15, 25 senior HHC executives conducted onsite visits to ThedaCare and Mass Mutual (both recognized leaders in Lean), trained over 300 HHC leaders in Lean principles, and designed and implemented a Lean daily-management system in 14 demonstration units in every business unit across the system. Daily huddles with standardized visual tracking centers highlighting key metrics and trended results are now in place on these units,

supported by leaders following newly designed standard one on one daily coaching and follow up. This represents a significant change in how we work each day. We are leveraging internal resources and recruiting external Lean expertise to work with leaders and staff as the model is enhanced.

What we have learned from the demonstration units this year informs further diffusion of our enhanced H3W model across the system. Most fundamentally, this transformation requires that as leaders we spend our time differently, increase our presence in the workplace and change how we lead, work, problem solve and support our staff.

The cultural impact of H3W cannot be overstated. H3W work group efforts from hundreds of department-based work groups have produced remarkable

successes including best-practice levels of hand hygiene compliance and reductions in patient falls and catheter-associated urinary tract infections. Our robust H3W platform has served us well in confronting operational challenges brought by the “perfect storm” of dramatic cuts in state and federal reimbursements. Embedding Lean in this already successful model will enable us to further standardize processes and reduce work — issues that continue to challenge our ability to become the high-value organization required for future growth.

We will know we have been successful when our staff is more engaged, our patients and families enjoy improved outcomes and experiences, and our system does not depend upon any single individual.

### A Culture of Health for EMPLOYEES

Connect to Healthier is more than an advertising slogan. It is an expression of our commitment to helping patients, families, communities and our employees, be healthier with the support of our coordinated network of care.

Over the past two years, we have started to foster a culture of wellness by encouraging employees to learn about the risk factors that research has proven can have a significant impact on health. We will continue this effort with our new “5 Ways to Connect to Healthier” initiative. Employees



Employee Wellness Rewards  
**5 Ways**  
to Connect to Healthier

covered by a Hartford HealthCare insurance plan can earn rewards for learning more about their health and, later, taking simple steps to address one or all of the risk factors they might have.

With eating healthy and losing weight as our first area of focus, employees will be offered access to all Weight Watchers programs at work and in the community at no cost to them starting Jan. 1, 2016.



### H3W Leadership Behaviors

*A Commitment to Continuous Improvement*

1. **Be in the moment**
2. **Be authentic and humanistic**
3. **Volunteer discretionary effort constantly**
4. **Model high performance – desired behaviors that drive desired results**
5. **Respect and leverage separate realities**
6. **Be curious vs. judgmental**
7. **Look in the mirror first – be accountable**
8. **Have courageous conversations**
9. **Provide timely, clear and specific performance expectations and feedback**
10. **Teach, coach and mentor – spend at least half of your time developing others**

## Key System Initiatives

### WIRED:

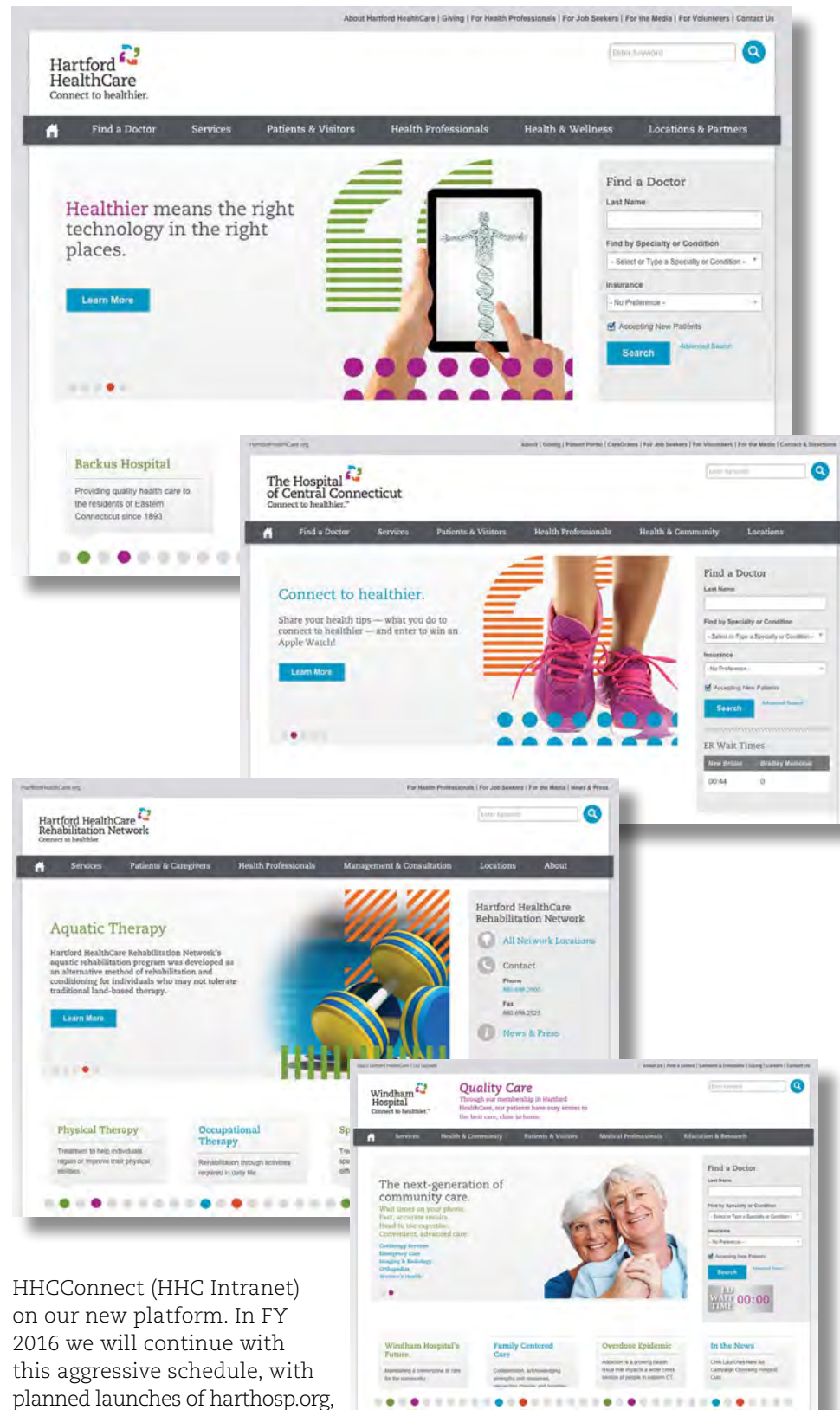
#### Online Communication Improves Internally and for the Public

##### New Intranet

Connecting with purpose took on new meaning this year when HHC launched its first system-wide Intranet. This custom-built communications platform provides employees with a single destination for everything from news and events to HR and payroll documents and much more. Employees are invited to create their own profile similar to LinkedIn or FaceBook; allowing them to display personalized education history, skills, awards and other accomplishments, even a profile photo. News content is delivered based on the location(s) the employee chooses and homepage links are custom selected by each employee. The new Intranet currently provides access to existing Intranets and as it evolves will become our one-stop shopping location for all internal HHC information.

##### Internet Enhancements

In 2013 Hartford HealthCare had 28 distinct websites and nine intranets. More than half of them were operating on separate technology platforms and managed by different vendors. Our goal is to bring all of our websites onto a single technology platform with a single user-friendly digital experience. To date we have launched the new [HartfordHealthCare.org](http://HartfordHealthCare.org), [THOCC.org](http://THOCC.org), [HartfordHealthCareRehabNetwork.org](http://HartfordHealthCareRehabNetwork.org), [WindhamHospital.org](http://WindhamHospital.org) and [HartfordHealthCareAtHome.org](http://HartfordHealthCareAtHome.org) and



HHCConnect (HHC Intranet) on our new platform. In FY 2016 we will continue with this aggressive schedule, with planned launches of [harthosp.org](http://harthosp.org), [midstatemedical.org](http://midstatemedical.org) and [hartfordhealthcaremedicalgroup.org](http://hartfordhealthcaremedicalgroup.org).

### Staying Ahead in CANCER CARE

Cancer care in Connecticut continues to move forward, as Hartford HealthCare completed its first full year as the charter member of the Memorial Sloan Kettering Cancer Alliance. (MSK) This unprecedented clinical affiliation is elevating the standards of cancer care local patients are receiving close to home, including access to groundbreaking MSK clinical research trials.

The Hartford HealthCare Cancer Institute includes the cancer centers and services at all five Hartford HealthCare acute care hospitals. As

the first member of the Memorial Sloan Kettering Cancer Alliance, the Institute has developed consistent treatment protocols throughout the system that are aligned with MSK standards. Hartford HealthCare patients now have access to the first MSK clinical trials being offered within the Cancer Institute, eliminating the need to travel to participate in this important research. Additional trials are expected to be available to patients within the upcoming year.

In addition to this unprecedented clinical affiliation, Hartford HealthCare last year opened a new state-of-the-art cancer facility on the New Britain/Plainville line.

The new Hartford HealthCare Cancer Institute at The Hospital of Connecticut opened its doors in the spring of 2015, and features the latest advances in treatment

and technology in a warm and welcoming environment.

With more than 100,000 square feet of clinical and medical office space, it is the region's largest facility dedicated to cancer care. The center includes a comprehensive breast health center that cares for patient from diagnosis through treatment to survivorship. Radiation therapy is highly advanced, and includes include intensity modulated radiation therapy and Novalis radiosurgery. The latest imaging technologies are also offered.

The center was designed with the comfort and wellbeing of patients in mind, including a spacious and restful lobby with a fireplace, and a reflection garden in the rear of the building. Infusion treatment bays are comfortable and private, and feature high-definition TVs to ease the passage of time.



Hartford HealthCare  
**COMMUNITY  
 BENEFIT  
 SUMMARY**

FY2014 figures are being reported in accordance with the IRS Form 990 Schedule H requirement.

	Hartford Hospital	MidState Medical Center	Windham Hospital	Natchaug Hospital	The Hospital of Central Connecticut	William W. Backus Hospital	System Totals
<b>Charity Care and Means-Tested Programs</b>							
Charity care at cost	10,044,832	2,851,06	1,137,891	109,754	6,284,959	1,788,699	22,217,201
Unreimbursed Medicaid	39,289,313	12,774,512	12,237,574	5,373,219	16,171,177	19,835,276	105,681,071
Unreimbursed costs - other means-tested government programs	0	0	0	523,269	0	0	523,269
<b>Total Charity Care and Means-Tested Programs</b>	<b>49,334,145</b>	<b>15,625,578</b>	<b>13,375,465</b>	<b>6,006,242</b>	<b>22,456,136</b>	<b>21,623,975</b>	<b>128,421,541</b>
<b>Other Benefits</b>							
Community health improvement services and community benefit operations	3,925,790	536,771	304,554	472,790	1,910,967	527,189	7,678,061
Health professions education	36,314,474	244,079	192,927	86,733	13,218,474	221,658	50,278,345
Subsidized health services	3,493,377	239,060	84,321	1,128,137	1,057,008	2,194,502	8,196,405
Research	6,992,852	0	0	0	320,573	11,812	7,325,237
Cash and in-kind contributions to community groups	4,885,720	12,245	33,865	2,933	3,705	63,564	5,002,032
<b>Total Other Benefits</b>	<b>55,612,213</b>	<b>1,032,155</b>	<b>615,667</b>	<b>1,690,593</b>	<b>16,510,727</b>	<b>3,018,725</b>	<b>78,480,080</b>
<b>Total</b>	<b>104,946,358</b>	<b>16,657,733</b>	<b>13,991,132</b>	<b>7,696,835</b>	<b>38,966,863</b>	<b>24,642,700</b>	<b>206,901,621</b>

Hartford  
HealthCare  
Connect to healthier.™

[hartfordhealthcare.org](http://hartfordhealthcare.org)

