THE HOSPITAL OF THE FUTURE IS AN AMAZING PLACE.

Here, vital patient information flows at lightning speed and is instantly available to the health care team. Advanced systems allow clinicians to collaborate readily and seamlessly coordinate each patient’s care. Physicians can visit patients right at the bedside or from miles away. Expert specialists can consult with doctors at outlying hospitals almost as if they were physically present in the emergency room or operating suite.

Abnormal heart rhythm? In the future, a device implanted in your chest may prevent arrhythmia before it even occurs. Heart failure? Small, fully implantable support devices will help the heart do its job. Aortic aneurysm repair? A tiny device placed at the site will let your physician monitor the stent’s function for years to come, without the need for X-ray.

The list goes on. Ever-improving imaging technology will allow even greater precision during delicate brain interventions. More and more operations will be performed minimally invasively. More medications will be prescribed based on the patient’s DNA. Hospitals will be designed and built according to what research shows is best for patients. And sophisticated simulation technology will let clinicians learn and refine complex skills before ever treating a real patient.

In these pages, you’ll read about some of the things Hartford Hospital is doing today to lead the way to this amazing new world. Yet all the changes to come—and there are many of them—will never alter this: Hartford Hospital’s unwavering commitment to providing superlative, compassionate care to each and every patient whose life we touch.
Recent advances in neurosurgery and neurointerventional surgery have led to vastly improved outcomes for patients with stroke, aneurysms, tumors and other brain disorders. Hartford Hospital has been a leader in this field, using the most advanced technology and techniques to save lives and reduce disability.

Procedures unimaginable just a few years ago are now performed regularly at Hartford Hospital. Repairing a brain aneurysm or removing a tumor or vascular abnormality from the brain used to require opening the skull and exposing the brain. Today, physicians often use minimally invasive procedures, drilling just a tiny hole in the skull and inserting small instruments to do the work. Tumor removal is often done with laser beams instead of scalpels. Physicians can eliminate a stroke-inducing blood clot in the brain by threading a specially equipped catheter through a small

Life-saving procedures are made possible, not only by the exceptional skill of our physicians, but by high-tech medical equipment that allows physicians to map the brain and navigate its intricacies.
incision in the groin and into the brain, where they either dissolve or retrieve the clot. Brain aneurysms can be repaired using a similar, catheter-based approach, filling the bulge in the weakened artery with tiny coils to block blood flow to the aneurysm and prevent rupture.

These and other life-saving procedures are made possible, not only by the exceptional skill of our physicians, but by high-tech medical equipment that allows physicians to map the brain and navigate its intricacies. For example, Hartford Hospital is installing the next-generation Siemens Artis zee biplane angiographic system. This system creates vivid, three-dimensional images of the brain that show brain tissue as well as blood vessels. This allows physicians to target treatment more precisely and perform certain procedures that could not be done with previous technology.

The future will bring continual improvement in these technologies. Mapping will become even more exact. Images will be even more detailed and targeting even more precise. Intraoperative magnetic resonance imaging (iMRI) will allow physicians to see images of the patient’s brain while the procedure is under way, increasing accuracy and improving outcomes.
Hartford Hospital was the first center between Boston and New York to acquire the Hansen Sensei™ Robotic Catheter System. This advanced device’s superior mapping, visualization and navigation allow even greater precision during procedures to correct abnormal heart rhythms.
The rhythmic beating of the human heart is governed by electrical impulses. When those electrical impulses become irregular, the result can be an abnormal heart rhythm or “arrhythmia.” Hartford Hospital electrophysiologists—physicians specializing in heart rhythm care—have several options for restoring a normal heartbeat, and their tools and techniques are improving all the time.

Physicians may perform cardiac ablation—threading a tiny catheter through an artery to the trouble spot on the heart and delivering energy to eradicate the cells that are causing the arrhythmia. The future of ablation is robotic. Hartford Hospital was the first center between Boston and New York to acquire the Hansen Sensei Robotic Catheter System. This advanced device, with its superior mapping, visualization and navigation, allows even greater precision during ablation and reduces X-ray exposure for both patients and staff.

For some patients, a defibrillator or pacemaker surgically implanted in the chest is the best way to keep the heart beating normally. Hartford Hospital recently became the first medical facility in the region to implant a remarkable new pacemaker. The Accent RF from St. Jude Medical is not only wireless, but transmits information about the patient’s heart rhythm and its own performance to the physician automatically, right from the patient’s home. The device alerts physicians if a problem occurs.

The next generation of defibrillators and pacemakers may be able to detect symptoms before arrhythmia even occurs and automatically intervene to prevent it. When such technology is available, Hartford Hospital is sure to be among the first to use it to benefit patients.
When the heart becomes too weak or stiff to pump blood, heart failure develops. Blood backing up in blood vessels forces fluid into body tissues, resulting in “congestive” heart failure. The accumulation of fluid leads to shortness of breath, swelling, fatigue and failure of other organs. In early stages, oral medication and diet may keep symptoms under control. As the disease progresses, conventional therapy fails; patients experience “acute decompensation” and must be hospitalized for advanced heart failure care.

Hartford Hospital provides the most advanced, comprehensive heart failure treatment options in New England and has been the leading hospital for heart failure and transplant in Connecticut for three consecutive years.

The future of heart failure treatment is likely to include more outpatient and home care, and Hartford Hospital is in the lead. Already, patients can receive intravenous medication on an outpatient basis at our Heart Failure Outpatient Infusion Center. Patients

**RESCUING FAILING HEARTS**

Defibrillators implanted in the patient’s chest wall detect rising fluid levels even before symptoms appear and alert physicians so the patient can be treated immediately.
come in for brief treatment sessions, and then return home. After treatment, we monitor patients using a telemonitoring system that tracks blood pressure, weight, heart rate and symptoms. Defibrillators implanted in the patient’s chest wall detect rising fluid levels even before symptoms appear and alert physicians so the patient can be treated immediately. Implantable hemodynamic monitors now in the research stage will eventually allow monitoring of patients who do not require defibrillators. Intravenous treatments may one day be administered at home.

A new therapy, ultrafiltration, relieves the fluid retention of heart failure by circulating the patient’s blood through a machine that removes water and sodium, and then returns the blood to the patient. Soon, this too will be available on an outpatient basis.

When all else fails and the patient’s heart can no longer function on its own, we offer rescue therapy using mechanical circulatory support devices that take over the heart’s pumping function. This may be used short term, until the heart recovers; as a bridge to transplant; or indefinitely (destination therapy). Hartford Hospital is the only center in the state offering destination therapy and is by far the most experienced in MCS devices. These can be implanted in a catheter-based procedure, avoiding open heart surgery. Current mechanical circulatory support devices have exterior components. Future devices will be fully implantable.
Recent years have seen dramatic innovations in treatments for vascular problems such as abdominal aortic aneurysms and blocked carotid or peripheral arteries, and more exciting developments are on the horizon.

Conditions that used to require major, open surgery, such as repair of an abdominal aortic aneurysm, can now be addressed with minimally invasive endovascular surgery, that is, repairing the blood vessel from the inside. Under fluoroscopy—a form of X-ray—the endovascular surgeon maneuvers small catheters to the site and puts in place a small tube called a stent graft. The blood then flows through the tube, relieving the pressure on the blood vessel.

This and other advanced peripheral endovascular procedures require superb imaging capabilities. Hartford Hospital is acquiring the most advanced system available: the Artis zeego robotic imaging system. We will be one of very few hospitals in New England to have this system, which will be installed in our hybrid...
endovascular operating room suite.

The state-of-the-art Artis zeego allows exceptional angiographic and three-dimensional imaging of the blood vessels. It will help endovascular surgeons treat a host of acute and elective vascular problems, many of which could be life-threatening. Its superior imaging will make a minimally invasive approach feasible for more patients who have vascular conditions such as ruptured aortic aneurysms, traumatic injuries to the aorta or other blood vessels and blocked arteries. Having the Artis zeego in a hybrid operating room lets surgeons perform more-complicated endovascular procedures and quickly shift to an open operation if necessary, without having to move the patient.

Endovascular surgeons at Hartford Hospital are at the forefront of treatment, offering advanced limb-salvage procedures using total occlusion catheters, atherectomy, angioplasty, stenting, bypass surgery and more. We are among the most experienced in the state for repair of aortic aneurysms with stent grafts and are one of only 50 sites in the country participating in a study to evaluate a wireless sensor device, the CardioMEMS EndoSure sensor. When implanted during abdominal aortic aneurysm repair, this device allows monitoring of the aortic graft without the radiation and dye exposure associated with yearly CT scans.
More than 99 percent of prostatectomies at Hartford Hospital are robotic. The trend is nationwide, with 86 percent of all cancer-related prostatectomies in the United States performed robotically.
In 2003, Hartford Hospital became the first hospital in Connecticut to acquire the revolutionary da Vinci Surgical System. This robotic surgical tool provides all the benefits of laparoscopic, or minimally invasive, surgery—small incisions, less bleeding, less pain and fewer complications—while offering unprecedented precision and reducing physician fatigue.

Seated at a console, the physician manipulates master controls while watching high-definition, three-dimensional images of the surgical site on a screen. Flexible robotic “hands” at the site replicate the surgeon’s movements with remarkable steadiness and accuracy.

Today, Hartford Hospital is ranked among the top 10 nationally for experience with robotic surgery. Our specialists use da Vinci systems to perform prostatectomies, hysterectomies, cardio-thoracic procedures, kidney surgery, gynecologic oncology and urology procedures and more.

The number of robotic procedures performed at Hartford Hospital has increased dramatically, from 149 in 2004 to more than 900 in 2009. Our physicians have performed more than 3,100 robotic procedures to date. More than 99 percent of prostatectomies at Hartford Hospital are robotic. Nationwide, 86 percent of all cancer-related prostatectomies are performed robotically. Research is ongoing, but a small study at Hartford Hospital showed that robotic prostatectomies resulted in less blood loss, fewer complications, more complete removal of cancer and shorter hospital stay.

Robotics is emerging as an important factor in other fields. Hartford Hospital electrophysiologists use the new Hansen Sensei Robotic Catheter System to perform complex cardiac ablations.

The future is likely to see robotics expand, with each generation of technology adding refinements. Robotic systems, says one physician, offer what any machine offers: the ability to transcend our human limitations.
Hartford Hospital is implementing secure electronic medical record systems that will link the hospital, our other facilities, affiliated organizations and community-based physician practices. Your health care providers will be able to access your records from any location, day or night.
Fast forward into the future.

Imagine that you’re injured or become ill thousands of miles from home. To provide the best treatment, the physician who sees you must have thorough knowledge of your medical history. Do you have a heart condition? Diabetes? Medication allergies? Fortunately, with just a few computer keystrokes, the doctor can access the Internet, call up your medical record and instantly learn everything he or she needs to know in order to care for you.

This is just one example of the critical role information technology will play in providing you with high-quality health care in the future, no matter where you are.

Hartford Hospital is a leader in using information technology to enhance care and create an integrated health care delivery system. We’ve been named among the nation’s 100 Most Wired hospitals three years in a row and, in 2009, we were named among the 25 Most Wireless U.S. hospitals, as well.*

Hartford Hospital is implementing secure electronic medical record systems that will link the hospital, our other facilities, affiliated organizations and community-based physician practices. Your health care providers will be able to access your records from any location, day or night.

Because of our leadership in health care IT, we were tapped to spearhead the creation of a statewide health information exchange. State HIEs will eventually be linked nationally.

Patients, too, will use IT more in the future. Your own Internet-based personal health record will allow you to see test results and other information immediately. More and more, you’ll communicate with your doctors electronically.

All of this interconnectedness will allow your medical team to share information readily, better coordinate your care and keep you safer by reducing the risk of errors. And you won’t have to carry your records from one provider to another or answer the same questions time and again.

Interconnectedness is the future, and it’s all about enhancing your care.

*Hospitals & Health Networks magazine, the journal of the American Hospital Association, Most Wired Survey and Benchmarking Study.
While costly, ultra-sophisticated technological equipment may continue to be located at the main hospital of an integrated health care system, nearly anything else is likely to be available at the system’s other locations.
It used to be that patients always had to travel to a large, central medical center to take advantage of state-of-the-art diagnostic and treatment technologies. That model is changing. In the future, much of the medical technology you’ll need will be available near where you live and work.

While costly, ultra-sophisticated technological equipment may continue to be located at the main hospital of an integrated health care system, nearly anything else is likely to be available at the system’s other locations—satellite facilities or smaller, affiliated hospitals. Expertise will be decentralized, as well, with specialists seeing patients at various locations. The overall effect will be that increasingly higher levels of care will be available to more people right in their own communities.

Hartford Hospital’s Helen & Harry Gray Cancer Center-Avon, with its advanced radiation oncology and medical oncology capabilities, is a perfect example of bringing leading-edge care to the patient, rather than bringing the patient to the care. The quality of care is identical; patients treated at the Avon center receive the same care as those treated at the Gray Cancer Center campus in Hartford.

This 21st century model of care delivery is made possible only by robust information technology systems. It is those systems that allow fast, accurate and seamless communication of patient information—communication that is essential to high-quality medical care.
TELEMEDICINE

Using the Internet and a video link, stroke experts at a major medical center such as Hartford Hospital could consult with an emergency room physician at a small hospital who suspects a patient is having a stroke.

The term “telemedicine” refers to the practice of providing health care over a distance. Leading medical centers such as Hartford Hospital may one day employ telemedicine in certain aspects of patient care.

Telemedicine would let you benefit from the care of an expert who is miles away from you. Using the Internet and a video link, for example, stroke experts at a major medical center such as Hartford Hospital could consult with an emergency room physician at a small hospital who suspects a patient is having a stroke. Hartford Hospital’s stroke neurologist would be able to see and talk to the patient, view test results, confer with bedside providers and make life-saving decisions, such as whether the patient can safely receive the “clot-busting” drug tPA, and whether critical care transport to a Stroke Center such as Hartford Hospital’s is needed.
Robotic rounding is one of the forms telemedicine could take. Using videoconferencing technology and a specially equipped robot, doctors could perform hospital rounds remotely. From a remote terminal, the physician would guide the robot from room to room. A monitor at the robot’s “head” would allow the patient to see the doctor’s face, and a camera inside would allow the doctor to see the patient. The two could talk with each other and with on-site caregivers, and the doctor could even listen to the patient’s heart and perform other aspects of a physical exam.

Similar technology could also allow critical care specialists to monitor patients in the intensive care units of distant hospitals that don’t have round-the-clock intensivists. It could also let patients “visit” their doctors without the need to travel to the office. With the necessary equipment set up at the patient’s home, the doctor could, for example, determine whether a patient’s wound was healing properly.

Telemedicine would be especially valuable in making expert, specialized care accessible to people who live far from major medical centers and allowing elderly or infirm patients to get needed care without the hardship of traveling to the doctor’s office.
Personalized medicine is already a reality. It allows physicians to choose medications likely to have the greatest efficacy and fewest side effects for that patient.

The sequencing of the human genome opened the door to an exciting new dimension in medicine—the ability to select medications and treatments based on the individual patient’s unique genetic makeup. This new and rapidly expanding field of “personalized” medicine holds vast potential. Hartford Hospital, through its Genetics Research Center, in collaboration with biomedical company Genomas, is a leader in this arena.

Personalized medicine is already a reality. Psychiatrists at Hartford Hospital’s Institute of Living often prescribe antidepressant, stimulant and neuroleptic drugs based on Genomas’s analysis of the patient’s DNA. This allows physicians to choose medications likely to have the greatest efficacy and fewest side effects for that patient.

A percentage of patients taking statins to lower their cholesterol experience severe muscle pain and
weakness as a side effect. The hospital’s Department of Cardiology and the Genetics Research Center are collaborating with Genomas on research aimed at predicting, based on DNA, which statin drug will be the safest and most effective for an individual patient. The department and Genomas are also pioneering the DNA-guided prescription of anti-clotting drugs used for treating cardiovascular disease and following various cardiac procedures.

Researchers are increasingly looking to DNA as a guide to cancer treatments. By examining the DNA of a specific patient’s specific cancer cells, doctors will be able to select chemotherapy drugs most likely to spare healthy cells and destroy cancerous ones. DNA analysis may also be used to predict how a patient is likely to react to a specific chemotherapy drug. This will allow medical oncologists to tailor chemotherapy drugs and dosages for each patient.

Hartford Hospital is working with the nationally renowned H. Lee Moffitt Cancer Center on a major project to collect tumor tissue specimens and analyze them for molecular and genetic information. Knowledge gained from the project has the potential to revolutionize how cancer will be treated and diagnosed in the future.
Mastering exacting procedures and treatments takes practice. Physicians, nurses, technologists and other medical professionals will be able to learn critical skills before ever treating a real patient.

The complex, high-technology world of 21st century medicine demands new ways of teaching and learning. Mastering exacting procedures and treatments takes practice. Physicians, nurses, technologists and other medical professionals will be able to learn critical skills before ever treating a real patient, thanks to Hartford Hospital’s planned Center for Education, Simulation and Innovation (CESI).

CESI will be the most comprehensive program of its kind in New England. It will feature classrooms equipped with the newest instructional resources; sophisticated, computer-controlled mannequins amazingly similar to human patients; and operating rooms that replicate real facilities in every detail.

Participants will receive instruction both in person and electronically. Learners will, for example, be able...
to watch in real time a robotic surgical procedure being performed at Hartford Hospital. They will be able to see the same images the surgeon sees on the da Vinci system’s monitor and be able to speak with the surgeon during the procedure just as they would if they were in the OR.

Participants will practice techniques on the mannequins, using computer-programmed scenarios that will mimic real-life situations such as surgery, cardiac arrest and hemorrhaging.

CESI will provide high-quality learning opportunities for Hartford Hospital physicians and staff and be a resource for medical professionals throughout the Northeast. The facility also will host postgraduate courses offered to physicians and surgeons nationwide.

This revolutionary model of education and training will mean that patients of the future—in Connecticut and beyond—will have the benefit of being treated by practitioners with unparalleled knowledge, skill and experience.
The physical hospital of the future will be designed and built to reflect the ongoing evolution in the practice of medicine. Hospital design, like medicine itself, will be evidence-based. Patient rooms, operating rooms, nursing stations and more will be designed based on what research shows will support optimal care, safety and efficiency.

Patient and staff safety will be a key concern. Hospitals will have single rooms to minimize infection risk. Medications and supplies will be located in or near patient rooms to increase the time nurses spend with patients. “Acuity-adaptable rooms” that can be readily modified to accommodate either critical or non-critical patients will improve safety by eliminating the need to transport patients within the hospital when their needs change.

An increasing number of patients are overweight or obese. Patient rooms will be larger and designed to accommodate either critical or non-critical patients will improve safety by eliminating the need to transport patients within the hospital when their needs change.

“Acuity-adaptable rooms” that can be readily modified to accommodate either critical or non-critical patients will improve safety by eliminating the need to transport patients within the hospital when their needs change.
allow patients to move around easily and safely. Lifts will be installed to help staff move patients without risking injury. Throughout the hospital, everything from doorways to visitor chairs to bathrooms will be larger to ensure everyone’s comfort and safety.

“Lean” processes that have been successful in other settings are being adapted to the hospital environment. All hospital areas will be designed based on saving staff time and effort while enhancing the patient experience.

Operating suites are likely to include more “hybrid” rooms—rooms that can be used for both catheter-based and open procedures. Operating rooms will be designed to accommodate next-generation imaging technologies that will improve visibility and accuracy during procedures.

The best care is well-coordinated, multidisciplinary care. “Team rooms” located on patient units will encourage collaboration and communication among a patient’s caregivers by providing a space in which to discuss a patient’s condition and plan of care.

Finally, with higher levels of care available in community and outpatient settings and even in patients’ homes, fewer patients will actually be admitted to the hospital. Those who are will likely be medically very complex, and hospitals will need the space and resources to care for these patients.
The hospital of the future will provide an increasing amount of care in patients’ homes, in the community and even in transit to the hospital.

As noted elsewhere, technology is enabling our cardiology specialists to monitor patients from a distance. Wireless pacemakers implanted in patients’ chests automatically transmit information to Hartford Hospital physicians from a device in the patient’s home. Heart failure patients’ vital signs are sent electronically to our health care providers. Many treatments traditionally administered in the hospital, such as heart failure infusion therapy, may one day be administered at home. Videoconferencing has the potential to let patients have checkups with their doctors, without ever leaving home. All these innovations will help patients receive the care they need without repeated trips to the hospital.

**BEYOND OUR WALLS**

We were the first hospital in Connecticut to implement Medtronic LIFENET® EMS, a system that enables paramedics to administer an electrocardiogram as soon as they reach a suspected heart attack victim and transmit the results to the hospital en route.
Higher levels of care will be available to patients in their own communities, as hospitals establish more outpatient care centers in suburban locations. Our cardiac electrophysiologists regularly see patients for follow-up at our affiliated satellite facilities, and our nuclear cardiologists last year performed more than 1,800 nuclear scans at those suburban locations.

There will always be patients who need hospitalization. Hartford Hospital begins caring for these patients before they ever reach our doors. We were the first hospital in Connecticut to implement Medtronic LIFENET® EMS, a system that enables paramedics to administer an electrocardiogram as soon as they reach a suspected heart attack victim and transmit the results to the hospital en route. This enables hospital staff to initiate emergency cardiac treatment the moment the patient arrives, saving precious minutes—and lives.

Our two LIFE STAR helicopters provide the state’s only critical care air transport system. Each aircraft is a mobile ICU, fully equipped to perform all life-saving interventions for critically ill or injured patients.

Patients can count on Hartford Hospital to deliver the best care in the best way, now and in the future.
Hartford Hospital’s executive leadership team in the new Hybrid Operating Room, one of the state’s first. Endovascular surgery patients will benefit from the Hybrid OR’s state-of-the-art equipment—including robotic imaging—and from the convenience of having their conditions both diagnosed and treated at the same time and place.
The hospital of the future is taking shape right here, right now, at Hartford Hospital. Here, treatments, technologies and procedures that seemed like science fiction just a few years ago are already a living reality. They are more than amazing and effective innovations; they are clues to a new world of medical care. By anticipating where these clues will lead, we can envision what the future holds for this hospital and for leading hospitals across America. Hartford Hospital’s distinction, however, is not that we will be ready for the future, but that it is our destiny to build it. And our foundation is strong.

Hartford Hospital is committed to staying at the forefront of innovation, and you see evidence of this commitment in the pages of this report. Equipped with the latest technological tools, our brilliant physicians can work amid the delicate tissues of the brain, eliminating a stroke-inducing clot with just a tiny catheter or removing a tumor through one small opening in the skull. Sophisticated robotic systems allow our physicians to perform exacting surgical procedures with amazing precision and accurately target trouble spots on the heart to get it beating normally again. Our advanced, wireless technology monitors patients’ conditions from home and transmits EKG results from the ambulance to our Emergency Department en route so heart attack patients receive life-saving treatments immediately on arrival. We are leaders in using DNA analysis to tailor medications to individual patients, for fewer side effects and better results. In these and many other ways, we are creating the hospital of tomorrow today and laying the groundwork for the medical marvels that we already glimpse on the horizon.
Being an innovator and leader in health care is our responsibility as the region’s leading tertiary care hospital. It is also essential to realizing our vision of becoming one of the country’s pre-eminent medical centers. As we build toward that vision, we are moving our entire organization into a bright and promising future.

As we achieve national prominence, we simultaneously increase our laser focus on the deep and very personal relationship between this hospital and the people we serve. Stand by our front doors any day and you’ll see literally thousands of people come and go. They may be old or young, affluent or poor, healthy or ill. But they all have one thing in common: They will never forget the profound role that Hartford Hospital played at an important moment in their lives.

We have a responsibility to all of these people who place their trust in us. They are the reason for everything we do, both within our walls and in the community around us. They are the reason 7,000 of us—physicians and staff—come to work each day passionate about doing our best.

Our job, as Board Chair and Chief Executive Officer, is to ensure the long-term vitality of the hospital so it can continue to fulfill its mission in the community. This year, we took bold steps toward that end, and these are highlighted below. These and many other achievements were made possible by the hard work and dedication of the people of Hartford Hospital. We take great pride in their efforts and in the superb care and unfailing compassion they provide to our patients and families each and every day.

Laura Estes
Chair, Board of Directors

Elliot Joseph
President and Chief Executive Officer
## CONSOLIDATED BALANCE SHEET

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<thead>
<tr>
<th>Year Ended September 30</th>
<th>2009</th>
<th>2008</th>
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</thead>
<tbody>
<tr>
<td><strong>ASSETS</strong></td>
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<td>Cash and short-term investments</td>
<td>$26,464,866</td>
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<td>Accounts receivable, less allowance for doubtful accounts</td>
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<tr>
<td>Other current assets</td>
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<td>Total current assets</td>
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<tr>
<td>Assets whose use is limited</td>
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<td>Funds held in trust by others</td>
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<tr>
<td>Prepaid pension and other assets</td>
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<td>Property, plant and equipment net of accumulated depreciation</td>
<td>283,024,028</td>
<td>272,321,570</td>
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<tr>
<td>Total Assets</td>
<td>$989,097,164</td>
<td>$1,061,786,805</td>
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| **LIABILITIES AND NET ASSETS** |       |               |
| Accounts Payable           | $44,788,000 | $31,711,379   |
| Salaries, wages, payroll taxes and amounts withheld from employees | 37,779,710 | 36,126,896    |
| Other current liabilities  | 49,224,831  | 51,146,332    |
| Total current liabilities  | 131,792,541 | 118,984,607   |
| Other liabilities          | 242,484,352 | 78,324,437    |
| Bonds payable              | 45,940,000  | 45,940,000    |
| Net assets                 | 568,880,271 | 818,537,761   |
| Total liabilities and net assets | $989,097,164 | $1,061,786,805 |
REVENUE AND EXPENSES

Year Ended September 30

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<tr>
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<tr>
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<td>Depreciation &amp; Amortization</td>
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<tr>
<td>Gain/(Loss) from Operations</td>
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<td>$(8,122,837)</td>
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<td>HMO's</td>
<td>579,203,335</td>
<td>513,306,904</td>
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<tr>
<td>Insurance &amp; Other</td>
<td>84,383,108</td>
<td>83,884,105</td>
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<tr>
<td><strong>GROSS REVENUES</strong></td>
<td>$1,714,431,648</td>
<td>$1,555,871,786</td>
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<th>2009</th>
<th>2008</th>
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<tr>
<td>Salaries</td>
<td>44.69</td>
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<td>Medicare &amp; Champus</td>
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<td>Medicaid</td>
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<td>Medicaid Managed Care</td>
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<td>Insurance &amp; Other</td>
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<td><strong>TOTAL EXPENSES</strong></td>
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<td>Salaries</td>
<td>44.30</td>
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<td>Purchased Services</td>
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<td>Bad Debts</td>
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<td>Interest Expense</td>
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STATISTICAL HIGHLIGHTS

DISECHARGES
(IN THOUSANDS)

PATIENT DAYS
(IN THOUSANDS)

AVERAGE LENGTH OF STAY
(IN DAYS)

EMERGENCY ROOM VISITS
(IN THOUSANDS)

TOTAL SURGERIES
(IN THOUSANDS)

BIRTHS
(IN THOUSANDS)

OUTPATIENT VISITS
(IN THOUSANDS)

2008 2009
39,840 41,188
212,013 215,958
5.24 5.32
215,958
82,327
90,108

2008 2009
26,104 24,838
3,926 3,801
91,395 95,818

2008 2009
41,188
5.32

2008 2009
39,840
212,013

2008 2009
215,958
82,327

2008 2009
3,801
91,395

2008 2009
24,838
3,926

2008 2009
3,801
91,395

2008 2009
24,838
3,926

2008 2009
3,801
91,395

2008 2009
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2008 2009
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2008 2009
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91,395

2008 2009
24,838
3,926

2008 2009
3,801
91,395

2008 2009
24,838
3,926

2008 2009
3,801
91,395
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## Medical Staff

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Cappelluti, Erika, Ph.D, MD; 
Cappadona, John T., MD; Active, 
Cappa, Joseph A., MD; Active, 
Cantin, Jeffrey A., PA-C; Adjunct, 
Canevari, Daniela D., PA-C; 
Campbell, Carol L., APRN; 
Campbell, Brendan T., MD, 
Camera, Karen E., MD; Active, 
Pulmonary 
Cappiello, Angela, MD, Ph.D; 
Active, Psychiatry 
Capps, Stephanie D., APRN; 
Adjunct, Neonatology 
Capra, Ralph J., PA-C; Adjunct, 
Anesthesiology 
Caputo, Andrew E., MD; Active, 
Orthopedic Hand Surgery 
Cardillo, Jennifer M., PA-C; 
Adjunct, Urology 
Cardon, James P., MD; Active, 
Cardiology 
Carey, Lindsay N., PA-C; Adjunct, 
Emergency Medicine 
Carey, Matthew D., MD; Active, 
Nephrology 
Carey, Nina H., MD; Courtesy, 
Infectious Disease 
Carton, Lawrence S., MD; 
Honorary, Internal Medicine 
Carton, Richard D., MD; 
Consultant, Ophthalmology 
Carney, Maureen E., CRNA; 
Adjunct, Anesthesiology 
Carriero, Lucy, MD; Active, 
Anesthesiology 
Carroll, Christopher L., MD; 
Consultant, Pediatric Intensive Care 
Carroll, Wendi S., APRN; 
Adjunct, Gastroenterology 
Carter, Allen L., Ph.D; 
Consulting, Psychiatry 
Carter, Loni M., PA-C; Adjunct, 
Emergency Medicine 
Cartun, Richard W., Ph.D; 
Consultant, Pathology/Lab Medicine 
Caruso-Bergman, Marcia, APRN; 
Adjunct, Oncology 
Case, Arnold L., MD; Honorary, 
Ob-Gyn 
Case, Christina M., APRN; 
Adjunct, Medicine 
Casey, David M., MD; Active, 
Cardiology 
Casey, Zoe C., MD; Courtesy, 
Emergency Medicine 
Cassano, Victoria A., MD; 
Consultant, Medicine 
Castellone, James A., MD; 
Consultant, Emergency Medicine 
Castiglione, Charles L., MD; 
Active, Plastic/Reconstructive Surgery 
Castner, James J., MD; Active, 
Ophthalmology 
Catalano, Carmen I., LAc; 
Adjunct, Medicine 
Cavanagh, Norman J., DMD; 
Active, OMF Surgery 
Cavanna, Christopher A., PA-C; 
Adjunct, Emergency Medicine 
Cech, Alex C., MD; Active, 
Plastic/Reconstructive Surgery 
Ceruzzi, William, MD; Active, 
Anesthesiology 
Chaderjian, Lisa A., APRN; 
Adjunct, Medicine 
Chaffkin, Linda M., MD; Active, 
Obstetrics & Gynecology 
Chagnon, Raymond J., MD; 
Active, Internal Medicine 
Chaletsky, David M., MD; Active, 
Gastroenterology 
Chamberlain, Robert D., MD; 
Consultant, Cardiology 
Chamberlin, Douglas E., MD; 
Active, Psychiatry 
Chameides, Leon, MD; 
Honorary, Pediatric Cardiology 
Chang, Mary W., MD; Active, 
Pediatric Dermatology 
Chartier, Timothy K., MD; Active, 
Dermatology 
Chartooff, Stanley E., MD, MPH; 
Active, Emergency Medicine 
Chawla, Surendra K., MD; 
Consulting, Surgery 
Cheema, Mohiuddin, MD; 
Active, Peripheral Vascular Surgery 
Cheffer, Eric T., MT; Adjunct, 
Medicine 
Cherrone, Deanna M., MD; 
Active, Internal Medicine 
Cherry, David A., MD, Courtesy, 
Colon & Rectal Surgery 
Chin, Mark T., MD; Active, 
Anesthesiology 
Chozick, Bruce S., MD; 
Consultant, Neurosurgery 
Christie, Donna-Marie E., MD; 
Active, Internal Medicine 
Chrostowski, Violetta M., APRN; 
Adjunct, Surgery 
Chung, David Y., MD; Active, 
Anesthesiology 
Chung, Kyung H., MD; Active, 
Internal Medicine 
Ciccolini, Darren, PA-C; Adjunct, 
Emergency Medicine 
Cicke, Mindi M., APRN; Adjunct, 
Plastic/Reconstructive Surgery 
Ciesielski, Thomas E., MD; 
Active, Pathology/Lab Medicine 
Ciocca, Cristina L., Psy.D; 
Consulting, Psychiatry 
Cipolla, Donna M., MD; Active, 
Gastroenterology 
Civetta, Joseph M., MD; 
Honorary, Surgical Critical Care 
Clark, William E., MD; Honorary, 
PathologyLab Medicine 
Clark-Coller, David, APRN; 
Adjunct, Emergency Medicine 
Cleary, Francis B., DDS; 
Consultant, Dentistry 
Clerkin, Edward A., MD; Active, 
Internal Medicine 
Cloutier, Michelle M., MD; 
Consultant, Pediatric Pulmonology 
Clubb, Mariann, MD; Active, 
Anesthesiology 
Clyne, Christopher A., MD; 
Active, Cardiology 
Coates, Amy C., APRN; Adjunct, 
Medicine 
Cohen, Eric D., MD; Active, 
Psychiatry 
Cohen, Gary P., MD; Courtesy, 
Internal Medicine 
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Colon & Rectal Surgery 
Cohen, Mario, MD, Active, 
Ob-Gyn 
Cohen-Abbo, Alberto, MD; 
Active, Pediatrics 
Coley, Geoffrey M., MD; 
Honorary, Surgery 
Colfer, Jaclyn, PA-C; Active, 
Psychiatry 
Collins, Kevin L., DO; Active, 
Internal Medicine 
Collins, Rochelle L., DO; Active, 
Internal Medicine 
Collins, Sarah A., MD; Active, 
Ob-Gyn 
Cologne, Denise E., PA-C; 
Consulting, Medicine 
Conard, Frederick U., MD; 
Active, Radiology 
Connors, Meaghan L., MD; 
Active, Psychiatry 
Conrad, Cynthia D., MD; 
Consultant, Psychiatry 
Conrad, William D., MD; Active, 
Anesthesiology 
Contrino, Josephine, MD; 
Active, Internal Medicine 
Connolly, Edward J., MD; 
Honorary, Medicine 
Conway, Mark, MD; Honorary, 
Psychiatry
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Conway, Michael M., MD; Active, Pulmonary
Conway, Stephen R., MD; Active, Neurology
Cooney, John R., MD; Active, Anesthesiology
Cooper, Brian W., MD; Active, Infectious Disease
Cooper, Martin M., MD; Courtesy, Psychiatry
Corbett, Lisa Q., APRN; Adjunct, Surgery
Corcoran, Della M., MD; Active, Pediatrics
Core, Lisa M., MD; Active, Pediatrics
Cordes, John H., MD; Active, Child/Adolescent Psych
Coriano, Alexis M., MD; Active, Emergency Medicine
Cornachio, Christine M., MD; Active, Pediatrics
Corning, Joseph J., MD; Active, Pediatrics
Corporal, Raymond E., MD; Active, Pediatrics
Cortland, Edward T., MD; Active, Anesthesiology
Cortland, Renee C., MD; Active, Ob-Gyn
Cosgrove, Patrick J., PA-C; Adjunct, Orthopedics
Costello, Ruth, CRNA; Adjunct, Anesthesiology
Coughlin, Bret F., MD; Active, Radiology
Covington, Theresa M., Ph.D; Consulting, Psychology
Cox-Chapman, James W., MD; Active, Internal Medicine
Craig, Steven L., MD, Active, Pediatrics
Cremins, Angela M., PA-C; Adjunct, Orthopedics
Cremins, Michael S., PA-C; Adjunct, Orthopedics
Crespo, Eric M., MD, MPH; Active, Cardiology
Croce, Kathleen, Ph.D; Clinical Affiliate, Psychiatry
Crombie, H. David, MD; Honorary, General Surgery
Crombleholme, William R., MD; Active, Ob-Gyn
Cronin, Edward B., MD; Active, Radiology
Crowley, Ellen M., APRN; Adjunct, Psychiatry
Cruz, Angelica P., CRNA; Adjunct, Anesthesiology
Cullen, Amanda J., PA-C; Adjunct, Surgery
Cunin, Burton, MD; Honorary, Ophthalmology
Curiale, Steven V, MD; Courtesy, Peripheral Vascular/Thoracic Surgery
Curis, Francis T., MD; Honorary, Pediatrics
Curley, Timothy M., DO; Active, Nephrology
Currie, John L., MD; Active, Ob-Gyn
Curry, Stephen L., MD; Honorary, Ob-Gyn
Cusick, Eileen R., APRN; Adjunct, Medicine
Cyr, John-Mary, APRN; Adjunct, Cardiac Care
Czarnowski, Marc J., MD; Active, Dentistry
Czick, Maureen E., MD; Active, Anesthesiology
D’Agostino, Darrin C., DO; Consulting, Internal Medicine
D’Alfonso, Kristin J., PA-C; Adjunct, Medicine
D’Ambrosio, Susan E., Psy.D; Consulting, Psychology
D’Ambrosio, Dominic C., MD; Honorary, Anesthesiology
D’Avila, John F., MD; Active, Nephrology
D’Occhio, Marzena S., CRNA; Adjunct, Anesthesiology
DaCosta, José L., MD; Active, Internal Medicine
DaCosta, Maria M., MD; Active, Psychiatry
DaCruz, Jason C., PA-C; Adjunct, Orthopedics
Daggett, Deanne, MD; Active, Anesthesiology
Daigneault, Maria S., APRN; Adjunct, Medicine
Dalley, Mark E., MD; Active, Hematology
Dainiak, Sarah G., MD; Active, Internal Medicine
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Damen, Lauren A., MD; Active, Dermatology
Danitz, Mitchell, Ph.D; Clinical Affiliate, Psychiatry
Dardick, Kenneth R., MD; Active, Internal Medicine
Dawson, Latasha L., MD; Active, Pediatrics
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DeFusco, Patricia A., MD; Active, Oncology
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Diamond, Peter H., MD; Active, Anesthesiology
Diana, Daniel J., MD; Active, Pediatric Cardiology
Dick, Leslie S., MD; Active, Pediatrics
Dicks, Barbara, APRN; Adjunct, Internal Medicine
Dicks, Robert S., MD; Active, Geriatrics
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DiGiuseppe, Joseph A., MD; Ph.D; Active, Pathology/Lab Medicine
Diluigi, Andrea J., MD; Active, Ob-Gyn
DiMarino, Francis J., MD; Courtesy, Pediatric Neurology
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Divinagracia, Thomas V, MD; Active, Peripheral Vascular Surgery
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Doelger, Peter J., MD; Active, Ob-Gyn
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Dowd, Donald R., DDS; Honorary, Dentistry
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Drake, Mary-Jo, CRNA; Adjunct, Anesthesiology
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Drezner, A. David, MD; Active, Orthopedics
Dziedzic, Mark R., MD; Active, Dentistry
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Edwards, Martin G., MD; Active, Ophthalmology
Edwards, Randolph E., MD; Active, Surgical Critical Care
Edward, Sherrett M., PA-C; Adjunct, Medicine
Egan, James F., MD; Courtesy, Ob-Gyn
Ehlers, William H., MD; Courtesy, Ophthalmology
Eisen, Marc D., MD; Active, Otorhinolaryngology
Eisenberg, David P., MD; Active, Surgery
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Eisenfeld, Leonard L., MD; Active, Ophthalmology
Eisler, Jesse G., MD, PhD; Courtesy, Orthopedics
Elba, Wilfred P., MD; Active, Geriatrics
Ellison, Lee H., MD; Honorary, Cardiothoracic Surgery
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Ero, Ellysa L., MD; Active, Internal Medicine
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Farrell, William J., MD; Active, Cardiology
Farrington, David L., PA-C; Adjunct, Orthopedics
Farwell, Mary E., MD; Active, Ob-Gyn
Faucher, Sue-Ann, PA-C; Adjunct, Neurosurgery
Feeley, James M., MD; Active, Traumatology
Feingold, Andrew D., MD; Active, Cardiology
Feingold, David A., MD; Courtesy, Physical Med/Rehab
Feisullin, Karen T., MD; Active, Obstetrics & Gynecology
Feldman, Deborah M., MD; Active, Ob-Gyn
Fleming, Thomas A., MD; Active, Gastroenterology
Feltz, Kevin J., DO; Courtesy, Neurology
Fenno, Suzanne, APRN; Adjunct, Psychiatry
Fenton, David T., MD; Active, Internal Medicine
Ferran, Virginia S., MD; Courtesy, Ob-Gyn
Fernandez, Janice L., MD; Active, Anesthesiology
Ferrand, Jennifer L., Psy.D; Consulting, Psychology
Ferraro-Bordiga, Melissa J., MD; Active, Cardiology
Ferrariotti, Ruth A., APRN; Adjunct, Medicine
Ferrariotti, Ralf A., MD; Active, Urology
Ferrigno, Russell A., DDS; Honorary, Dentistry
Ferrisi, Chariene, CRNA; Adjunct, Anesthesiology
Ficara, Robert J., PA-C; Adjunct, Anatomy
Ficker, Edward J., MD; Active, Pathology/Lab Medicine
Finck, Christine M., MD; Active, Pediatric Surgery
Fine, Alan, MD; Active, Ob-Gyn
Finelli, Pasquale F., MD; Active, Neurology
Finke, Judd B., DDS; Active, OMF Surgery
Finsen, Stephen I., MD; Active, Hematology
Fischer, Nathan R., MD; Active, Ophthalmology
Fisher, Daniel G., MD; Courtesy, Pediatric Intensive Care
Fisher, Robert L., MD; Honorary, Orthopedics
Fishman, Theodore D., MD; Courtesy, Psychiatry
Flesher, Robert, MD; Active, Gastroenterology
Fletcher, Mark C., DMD, MD; Active, OMF Surgery
Fletcher, Susan H., PA-C; Adjunct, Medicine
Flowers, Alexandra, MD; Active, Neurology
Fogel, Cathryn A., MD; Active, Anesthesiology
Fogel, Denise L., Psy.D; Consulting, Psychology
Fogg-Waterski, Joanna H., MD; Active, Psychiatry
Foley, L. Christopher, MD; Honorary, Radiology
Folkestad, Lori, Psy.D; Consulting, Psychology
Fors, Anthony L., MD; Active, Psychiatry
Ford, Peter A., APRN; Adjunct, Surgery
Forner, Leonard E., MD; Active, Orthopedics
Fortier, Alexander J., MD; Active, Ophthalmology
Fortier, Lawrence J., MD; Active, Dermatology
Foster, John E., MD; Active, Radiology
Fote, John J., MD; Active, Pediatrics
Fowler, Paul M., PA-C; Adjunct, Medicine
Fowler, Shelley A., PA-C; Adjunct, Surgery
Fox, Brendan M., MD; Consulting, Otolaryngology
Fox, Evan, MD; Active, Psychiatry
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<td>Gallagher, Rafael, Psy.D.</td>
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Guerra, Arthur J., APRN; Adjunct, Psychiatry
Guerin, Danette C., APRN; Adjunct, Cardiology
Gundersen, Charles A., MD; Honorary, Internal Medicine
Gurtman, Frances B., MD; Active, Internal Medicine
Gwozdecke, Steven, PA-C; Adjunct, Emergency Medicine
Gwozdz, Theresa H., CRNA; Adjunct, Anesthesiology
Habbelow, Wendy F., Ph.D; Clinical Affiliate, Psychiatry
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Hackman, Janet T., MD; Active, Anesthesiology
Hagadorn, James L., MD; Active, Neonatology
Haggerty, Bryan P., PA-C; Adjunct, Emergency Medicine
Hall, Michael J., MD; Courtesy, Emergency Medicine
Hallisey, Michael J., MD; Active, Radiology
Hamel, Wallace J., APRN; Adjunct, Medicine
Hammeroff, Harvey J., MD; Courtesy, Internal Medicine
Hammond, Jonathan A., MD; Active, Cardiothoracic Surgery
Hampton, Walter R., MD; Active, Internal Medicine
Hanna, Nora N., MD; Active, Child/Adolescent Psych
Hannan, Scott E., Ph.D; Consulting, Orthopedics
Hardy, James H., MD; Honorary, Orthopedics
Harouas, Arthur, DMD; Honorary, Dentistry
Harrington, Corrine E., Ph.D; Consulting, Psychiatry
Hartnett, Janice E., MD; Active, Ob-Gyn
Harvey, Richard C., MD; Active, Pediatrics
Hassan, Mohamed N., MD; Active, Neurology
Hauser, Stephen H., MD; Active, Radiation Oncology
Havrthorne, Tracy A., PA-C; Adjunct, Emergency Medicine
Hayes, Gail A., CRNA; Adjunct, Anesthesiology
Haymes, Michael, Ph.D; Clinical Affiliate, Psychiatry
Hein, Debra L., LNM; Adjunct, Ob-Gyn
Heintzelman, Cheryl L., PA-C; Adjunct, Orthopedics
Heller, Cynthia B., MD; Active, Internal Medicine
Heller, Felice A., MD; Active, Pediatric Cardiology
Heller, Gary V., MD; Active, Cardiology
Hemani, Ramesh K., MD; Active, Child/Adolescent Psych
Henken, Eleanor C., DMD; Active, Dentistry
Hennessey, Liane A., PA-C; Adjunct, Medicine
Henry, Kerrie M., MD; Active, Ob-Gyn
Henry, William B., MD; Active, Pediatrics
Hepner, George R., MD; Courtesy, Pediatrics
Hernandez, Debra B., APRN; Adjunct, Medicine
Hernandez, Patricia, APRN; Adjunct, Internal Medicine
Herr, J. Michael, DO; Active, Internal Medicine
Herr, Jill A., APRN; Adjunct, Neonatology
Herson, Victor C., MD; Active, Neonatology
Herzig, Edward, DDS; Honorary, Dentistry
Herzog, Alfred, MD; Active, Psychiatry
Hewett, William J., MD; Honorary, Ob-Gyn
Hight, Donald W., MD; Active, Pediatric Surgery
Hild, David H., MD; Honorary, Hematology
Hildebrand, Judith A., MD; Courtesy, Internal Medicine
Hill, David A., MD; Active, Ophthalmology
Hine, Peter L., MD; Active, Pediatrics
Hirst, Jeffrey A., MD; Active, Cardiology
Ho, Leon, PA-C; Adjunct, Neurosurgery
Hoang-Skawinska, Monika, PA-C; Adjunct, Surgery
Hobert, Eric H., MD; Active, Emergency Medicine
Hochman, Howard I., MD; Active, Urology
Hoffman, Deborah S., MD; Active, Ob-Gyn
Hoffman, Herbert S., MD; Active, Internal Medicine
Hoffman, James S., MD; Courtesy, Ob-Gyn
Hoffman, Lee L., MD; Active, Pediatrics
Hoffman, Martin G., DO; Courtesy, Gastroenterology
Hodler, Jaime A., PA-C; Adjunct, Medicine
Holmes, Paula S., APRN; Adjunct, Psychiatry
Holsbeke, Timothy J., PA-C; Adjunct, Medicine
Holtman, Allison G., CRNA; Adjunct, Anesthesiology
Hong, Joy E., MD; Active, Pediatrics
Hong, Sung Chil, MD; Active, Anesthesiology
Hong, Timothy J., MD; Active, Oncology
Hosinger, Kelly E., PA-C; Adjunct, Orthopedics
Hornblow, John T., MD; Honorary, Neurology
Horowitz, Steven M., MD; Active, Cardiology
Hortvet, Laurel A., MD; Active, Anesthesiology
Hosain, Harini, MD; Courtesy, Allergy
Hosking, Wayne F., MD; Honorary, Anesthesiology
Hoskins, Donna H., APRN; Adjunct, Psychiatry
Houle, Jerome L., PA-C; Adjunct, Orthopedics
Howlett, David R., MD; Active, Internal Medicine
Hyrsyn, Ewa, CRNA; Adjunct, Anesthesiology
Hu, Lorraine V, CRNA; Adjunct, Anesthesiology
Hughes, Sandra M., MD; Active, Internal Medicine
Huhn, Nicole M., APRN; Adjunct, Medicine
Hull, David M., MD; Active, Transplant Surgery
Hull, Sharon S., APRN; Adjunct, Orthopedics
Humayun, Naeem U., MD; Active, Internal Medicine
Humphrey, Chester B., MD; Active, Cardiothoracic Surgery
Hussain, Shahnaz, MD; Courtesy, Internal Medicine
Hyams, Jeffrey S., MD; Active, Pediatric GI
MEDICAL STAFF

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Ianello, Joseph L., MD; Courtesy, Gastroenterology
Iger, Howard G., MD; Active, Psychiatry
Illescas, Fernando F., MD; Active, Radiology
Immerman, Barry H., MD; Active, Anesthesiology
Inchalik, Kenneth R., MD; Active, Pediatrics
Indelicato, Mark G., MD; Active, Anesthesiology
Ingardia, Charles J., MD; Active, Ob-Gyn
Interlandi, Elsa W., APRN; Adjunct, Surgery
Iozzo, Michael F., PA-C; Adjunct, Emergency Medicine
Isaac, Shiji A., MD; Active, Pediatrics
Isakov, Michael S., MD; Courtesy, Pediatric Hematology/Oncology
Isenberg, Gary M., Psy.D; Consulting, Psychology
Israel, Jonathan L., MD; Active, Gastroenterology
Izard, Mark W., MD; Active, Nephrology

J
Jacobs, Allan M., MD; Consulting, Psychiatry
Jacobs, Henry E., MD; Active, Ob-Gyn
Jacobs, Lenworth M., MD, MPH; Active, Traumatology
Jacobs, Rose E., PA-C; Adjunct, Surgery
Jacunski, Ewa M., MD; Active, Ob-Gyn
Jaffe, Adam J., Ph.D; Consulting, Psychiatry
Jajoa, Vijay V, MD; Honorary, Pediatrics
Jambor, Clinton A., MD; Courtesy, Orthopedics
Jannuzzi, Peter J., MD; Active, Pediatrics
January, Mildred H., MD; Honorary, Psychiatry
Janzen, Arnold H., MD; Honorary, Radiology
Jaquez, Janis A., PA-C; Adjunct, Medicine
Jarasek, Nancy K., APRN; Adjunct, Psychiatry

Javornisky, J. Gregory, Ph.D; Consulting, Psychiatry
Jenner, Laura L., PA-C; Adjunct, Orthopedics
Jhunja, Rashma, MD; Active, Internal Medicine
Jimenez, Michael J., MD; Active, Internal Medicine
Jimenez, Ramon E., MD; Active, General Surgery
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Johnson, Kristina H., MD; Active, General Surgery
Johnson, Lori B., APRN; Adjunct, Psychiatry
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Jones, Richard F., MD; Honorary, Ob-Gyn
Jones, Thomas G., MD; Active, Endocrinology
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Joseph, James G., MD; Honorary, Internal Medicine
Joseph-Banks, Brooke, CRNA; Adjunct, Anesthesiology
Josephson, Ronald P., MD; Courtesy, Internal Medicine
Joshui, Vijay V. MD; Honorary, Pathology/Lab Medicine
Joughin, William L., MD; Active, Psychiatry
Ju, Won Hae, MD; Active, Anesthesiology
Judson, Peter H., MD; Courtesy, Ophthalmology

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Kabbash, Christina A., MD; Courtesy, Orthopedics
Kafuer, Sheldon, MD; Courtesy, Internal Medicine
Kagan, Jeffrey M., MD; Courtesy, Internal Medicine
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Kahn, Michael D., Ph.D; Clinical Affiliate, Psychiatry
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## Medical Staff

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McGowen, George E., MD; Honorary, Pediatric Surgery
McGrath, Denise M., APRN; Adjunct, Medicine
McGrath, Kevin P., MD; Courtesy, Allergy
McGregor, Kristin, MD; Active, Pediatrics
McGuigan, Mary Erin, PA-C; Adjunct, Surgery
McGuire, Barry R., DMD; Courtesy, OMF Surgery
McGuire, Brian N., MD; Courtesy, Emergency Medicine
McGuire, Kerry E., APRN; Adjunct, Medicine
McGuire, Stephanie, APRN; Adjunct, Neonatology
McIsaac, Joseph H., MD; Active, Anesthesiology
McKay, Charles A., MD; Active, Emergency Medicine
McKay, Raymond G., MD; Active, Cardiology
McLaren, Margaret J., MD; Active, Pediatrics
McMahon, Michele M., MD; Active, Internal Medicine
McNab, John, PA-C; Adjunct, Transplant Surgery
McNamara, Susan, MD; Active, Psychiatry
Mead, Peyton H., MD; Honorary, Surgery
Mecca-Monahan, Mary Ann R., PA-C; Adjunct, Orthopedics
Medina, Roberto M., MD; Active, Internal Medicine
Meehan, Lindsey R., PA-C; Adjunct, Surgery
Mehndru, Radhika, MD; Active, Geriatric Psychiatry
Mehndru, Raveen, MD; Active, Geriatric Psychiatry
Meildau, Craig A., MD; Active, Ophthalmology
Meisterling, Leah D., DO; Active, Anesthesiology
Mejia, Sergio, MD; Active, Psychiatry
Melek, Bekir H., MD; Acive, Cardiology
Mellen, Colleen E., APRN; Adjunct, Ob-Gyn
Melman, David S., MD; Active, Psychiatry
Memo, Pietro A., MD; Active, Orthopedics
Memon, Mohammed A., MD; Active, Internal Medicine
Mendelson, Louis M., MD; Active, Pediatric Allergy
Mendes, Beverly A., APRN; Adjunct, Medicine
Menick, Suzanne M., APRN; Adjunct, Neonatology
Menkes, Daniel L., MD; Courtesy, Neurology
Menkes, Jeffrey S., MD; Active, Internal Medicine
Menon, Mohanakrishnan V., MD; Active, Oncology
Merced, Wanda I., MD; Active, Pediatrics
Merkatz, Kenneth A., MD; Active, Cardiology
Merkel, Scott J., DMD; Active, Dentistry
Meunier, Suzanne A., Ph.D; Consulting, Psychology
Meyer, John L., MD; Honorary, Pathology/Lab Medicine
Migliorato, Marcie, MD; Active, Internal Medicine
Milanes, Ann, MD; Courtesy, Pediatrics
Milburn, William M., CRNA; Adjunct, Anesthesiology
Millen, Linh, CRNA; Adjunct, Anesthesiology
Miller, Joel M., MD; Active, Endocrinology
Miller, R. Keith, MD; Active, Anesthesiology
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Millerick, Joseph D., MD; Active, Radiology
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Morgan, Harry E., MD; Active, Psychiatry
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Morosky, Michael F., MD; Active, Ob-Gyn
Morrow, Jeffrey S., MD; Honorary, Anesthesiology
Mort, Thomas C., MD; Active, Anesthesiology
Mortimer-Oragwu, Milady, APRN; Adjunct, Medicine
Moss, Roberta J., MD; Courtesy, Internal Medicine
Motta, Sandra I., MD; Active, Pediatrics
Mucha, Theodore F., MD; Active, Psychiatry
Mueller, Robert E., MD; Honorary, Pulmonar
Mullaney, John F., MD; Active, Internal Medicine
Muller, Richard, MD; Active, Pathology/Lab Medicine
Muller, Rachel C., APRN; Adjunct, Pediatrics
Mnayer, Laila O., Ph.D; Consulting, Pathology/Lab Medicine
Mobley, Lakisha Y., APRN; Adjunct, Ob-Gyn
Molk, Richard, MD; Active, Ophthalmology
Montefusco, Mary Ellen, CRNA; Adjunct, Anesthesiology
Montgomery, Douglas D., MD; Active, Radiology
Monti, David A., MD; Active, Physical Med/Rehab
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M E D I C A L  S T A F F

Murphy, Dianne, CRNA; Adjunct, Anesthesiology
Murphy, George A., DMD; Courtesy, OMF Surgery
Murphy, Karen Z., CRNA; Adjunct, Anesthesiology
Murphy, Keven A., Ph.D; Clinical Affiliate, Psychiatry
Murphy, Melissa J., PA-C; Adjunct, Emergency Medicine
Murphy, Sheila A., APRN; Adjunct, Geriatrics
Murphy-Setzko, Marlene A., MD; Courtesy, Urology
Murray, James H., MD; Active, Gastroenterology
Murray, Judith M., CRNA; Adjunct, Anesthesiology
Murray, Paul B., MD; Active, Orthopedics
Muska, Leslie A., PA-C; Adjunct, Neurosurgery

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Nagarkatti, Durgesh G., MD; Active, Orthopedics
Nair, Sanjeev U., MD; Active, Internal Medicine
Nakamoto, Deanne M., MD; Active, Ophthalmology
Namerow, Lisa B., MD; Active, Psychiatry
Nanavati, Vipul N., MD; Active, Psychiatry
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O’Loughlin, Michael T., MD; Active, Radiology
O’Neill, Margaret M., MD; Active, Pediatrics
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O’Toole, Kevin A., MD, MPH; Active, Emergency Medicine
Oakes, Howard J., Psy.D; Consulting, Psychiatry
Oberstein, Robert M., MD; Active, Endocrinology
Ocampo, Florabel E., CRNA; Adjunct, Anesthesiology
Oder, Terrence F., MD; Active, Nephrology
Oeser, Linda J., APRN; Adjunct, Emergency Medicine
Offsay, Julian, MD; Active, Psychiatry
Ohi, Stephen K., MD; Active, Radiology
Ojha, Bhawani S., MD; Active, Internal Medicine
Oliver, August C., MD; Active, Ob-Gyn
Oliveri, Janice A., MD; Active, Internal Medicine
Olson, Edmund H., MD; Honorary, Ob-Gyn
Olson, Neil H., MD; Honorary, Infectious Disease
Oncken, Cheryl A., MD, MPH; Courtesy, Ob-Gyn
Onyike, Hilary C., MD; Courtesy, Neurosurgery
Opalacz, John P., MD; Active, Radiology
Orenstein, Sean B., MD; Courtesy, General Surgery
Orlando, Rocco, MD; Active, General Surgery
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Osley, Robert P., MD; Active, Internal Medicine
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Overman, Lillian, MD; Active, Internal Medicine
Owens, Lauren N., PA-C; Adjunct, Surgery
Owers, Sherri L., Psy.D; Clinical Affiliate, Psychiatry
Owlia, Dariush, MD; Active, Ophthalmology
Owitz, Shari L., Psy.D; Clinical Affiliate, Psychiatry
Owlia, Dariush, MD; Active, Ophthalmology

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Palter, Marc D., MD; Active, Surgery
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Papernik, Morris, MD; Active, Internal Medicine
Pappas, Maryanne S., APRN; Adjunct, Emergency Medicine
Paquete, Mary T., APRN; Adjunct, Emergency Medicine
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Parikh, Nehal S., MD; Courtesy, Pediatrics
Pariser, Ronald H., MD; Active, Cardiology
Park, David H., DO; Active, Obstetrics & Gynecology
Parker, Lewis P., MD; Active, Rheumatology
Parkinson, Tonia L., PA-C; Adjunct, Surgery
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Patel, Shutish C., MBBS; Courtesy, Neurology
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Pathmanathan, Suppiah, MD; Courtesy, Pediatrics
Patterson, Jennifer L., MD; Associate, Internal Medicine
Paulus, Wayne C., MD; Active, Internal Medicine
Paulin, Michael H., CRNA; Adjunct, Anesthesiology
Pearlson, Godfrey D., MD; Active, Psychiatry
Peck, Alexander S., MD; Active, Anesthesiology
Pennino, William P., MD; Courtesy, Colon & Rectal Surgery
Pentz, Paul G., MD; Courtesy, Psychiatry
Pepe, Judith L., MD; Active, General Surgery

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Ricci, Andrew, MD; Active, Pathology/Lab Medicine
Rice, Margaret L., APRN; Adjunct, Emergency Medicine
Richards, Barbara E., CRNA; Adjunct, Anesthesiology
Richards, Kyle A., MD; Courtesy, Cardiology
Riddle, Cara D., DO; Active, Internal Medicine
Riege, Deborah S., APRN; Adjunct, Ob-Gyn
Rifkin, Lawrence S., MD; Active, Pediatrics
Rinaldi, Maria, APRN; Adjunct, Surgery
Rinaldi, Michael J., MD; Honorary, Cardiology
Ringer, Rochelle L., MD; Active, General Surgery
Ripepi, Francisco A., MD; Active, Psychiatry
Ritchie, Agatha T., PA-C; Adjunct, Surgery
Rizvi, Asad A., MD; Active, Cardiology
Robbin, Mark A., MD; Active, Internal Medicine
Robbins, Jeffrey S., MD; Active, Internal Medicine
Roberts, Melville P., MD; Honorary, Neurosurgery
Robertson, Russell W., MD; Active, Otorhinolaryngology
Robinson, Ellen J., MD; Active, Ob-Gyn
Robinson, Kenneth J., MD; Active, Emergency Medicine
Robson, Kenneth S., MD; Consulting, Psychiatry
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Rock, Reuben, MD; Active, Radiology
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Rosen, Elaine E., LCSW; Clinical Affiliate, Psychiatry
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Rosen, Karen R., MD; Courtesy, Pediatric Endocrinology
Rubin, Stacey, APRN; Adjunct, Neonatology
Rubin, Vivian M., MD; Active, Pediatrics
Rubino, Lauren F., MD; Courtesy, Surgery
Ruddat, Michael S., MD; Active, Ophthalmology
Ruderman, Mark, MD; Honorary, Rheumatology
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Ruscher, Kimberly A., MD; Active, General Surgery
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Russo, Michael J., PA-C; Adjunct, Emergency Medicine
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Saltzman, Seymour H., MD; Active, Medicine
Salam, David S., MD; Active, Internal Medicine
Salesky, Sharon N., APRN; Adjunct, Surgery
Safer, Robert H., MD; Active, Pediatric Allergy
Sahakyan, Marine T., MD; Active, Ob-Gyn
Sah, Robert A., MD; Active, Child/Adolescent Psych
Saidel, Matthew L., MD; Active, Ob-Gyn
Sajkowicz, Tammy L., APRN; Adjunct, Surgery
Salerno, Edward L., MD; Active, Pulmonary
Sales, Jonathan N., MD; Active, Internal Medicine
Salam, David S., MD; Active, Internal Medicine
Salter, Andrew L., MD; Active, Radiation Oncology
Sanderson, Karen M., LNM; Adjunct, Ob-Gyn
Sanders, Marilyn R., MD; Active, Pediatrics
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Spencer, Jeffrey V, MD; Courtesy, Obstetrics & Gynecology
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Spiegel, Gary R., MD; Active, Radiology
Spiegelman, Kenneth N., MD; Active, Pediatrics
Spillane, Robert M., MD; Active, Radiology
Spira, Ernest B., DDS; Active, Periodontics
Spiro, Jeffrey D., MD; Courtesy, Otorhinolaryngology
Srinivasan, Prasad, MD; Active, Pediatric Allergy
St. Onge, Cindy L., MD; Courtesy, Pediatrics
St. Pierre, James F., MD; Courtesy, Cardiology
Stacer, Christopher J., PA-C; Adjunct, Orthopedics
Stahl, Kent I., MD; Active, Internal Medicine
Stannard, Judith M., PA-C; Adjunct, Orthopedics
Starkey, Noah, MD; Active, Internal Medicine
Starr, Carol W., MD; Active, Psychiatry
Steben, Kimberly E., PA-C; Adjunct, Surgery
Steele, Michelle C., APRN; Adjunct, Surgery
Stein, Barry, MD; Active, Radiology
Stein, Jeffrey E., MD; Active, Internal Medicine
Stein, Neil D., MD; Active, Pediatrics
Stein, Russell H., MD; Active, Cardiology
Steinberg, Adam C., DO; Active, Ob-Gyn
Stepanek, Mary D., CRNA; Adjunct, Anesthesiology
Stepnovski, Roxanne R., Pay.D; Consulting, Psychology
Stevens, Michael C., Ph.D; Consulting, Psychology
Stevens, Michael E., PA-C; Adjunct, Emergency Medicine
Stewart, Kurt R., MD; Active, Pediatrics
Stewart, Stephanie, CRNA; Adjunct, Anesthesiology
Stielau, Jean B., APRN; Adjunct, Medicine
Stiffle, Kate E., MT; Adjunct, Medicine
Stocker, Ralph P., MD; Active, Rheumatology
Stoddard, Ann L., APRN; Adjunct, Surgery
Stoj, Marion J., MD; Courtesy, Ophthalmology
Stoll, Frank J., Ph.D; Clinical Affiliate, Psychiatry
Stolman, Joseph M., DMD; Honorary, Dentistry
Stone, Richard I., MD; Courtesy, Gastroenterology
Stone, Susan M., MD; Active, Internal Medicine
Straub, J. John, MD; Active, Radiology
Streeto, James M., MD; Honorary, Endocrinology
Streim, Carrie S., MD; Active, Pediatrics
Streibel-Oberly, Cindi M., APRN; Adjunct, Surgery
Stroch-Eisley, Carly A., APRN; Adjunct, Medicine
Sturrock, Kelley L., MD; Active, Ob-Gyn
Su, Yanjun, MD; Active, Pathology/Lab Medicine
Suchecki, Jeanine, MD; Courtesy, Ophthalmology
Suecof, Larry A., DPM; Active, Podiatry
Sullivan, Paul R., MD; Honorary, Endocrinology
Sullivan, Raymond J., MD; Active, Orthopedics
Summa, Michael J., CRNA; Adjunct, Anesthesiology
Summerfield, Alan K., CRNA; Adjunct, Anesthesiology
Suozzi, James C., DO; Active, Emergency Medicine
Suski, Edmund T., MD; Courtesy, Ophthalmology
Sussman, Steven K., MD; Active, Radiology
Sutay, J. Bruce, MD; Active, Pediatrics
Swain, Edward B., MD; Honorary, Psychiatry
Swamy, Aparna, CRNA; Adjunct, Anesthesiology
Sweet, Elliott B., MD; Honorary, Orthopedics
Sylvester, Francisco A., MD; Active, Pediatric GI
Sylvester, S. Russell, MD; Active, Pediatrics
Szabo, Ronald S., MD; Courtesy, Internal Medicine
Szarfranski, Maria G., CRNA; Adjunct, Anesthesiology
Szergejko, Margaret K., MD; Active, Radiology
Sziklas, John J., MD; Honorary, Radiology
Szydlasz, Jon, PA-C; Adjunct, Orthopedics
Szmyzdek, Susan M., APRN; Adjunct, Pediatrics
T

Takata, Hiroyoshi, MD; Active, Cardiothoracic Surgery
Tally, Kevin J., MD; Active, Cardiology
Tandon, Manish, MD; Active, Surgical Critical Care
Tandy, Bruce J., DMD; Active, Dentistry
Tarantino, Arthur E., MD; Active, Urology
Tarr, Eve R., MSW; Clinical Affiliate, Psychiatry
Taylor, Heather E., CRNA; Adjunct, Anesthesiology
Taylor, Linda T., MD; Active, Ob-Gyn
Taylor, Peter, MD; Honorary, Radiology
Taylor, Richard F., MD; Honorary, Anesthesiology
Teiger, Michael B., MD; Courtesy, Pulmonology
Terranova, Jody L., DO; Active, Pediatrics
Thayer, Elizabeth S., Ph.D; Clinical Affiliate, Psychiatry
Thibault, Susan M., CRNA; Adjunct, Anesthesiology
Thomas, John B., MD; Honorary, Medicine
Thomas, Leonora P., APRN; Adjunct, Cardiology
Thompson, Jeffrey P., MD; Active, Cardiology
Thompson, Judy J., CRNA; Adjunct, Anesthesiology
Thompson, Paul D., MD; Active, Cardiology
Thomson, Jeffrey D., MD; Courtesy, Orthopedics
Thoresva, Natalya Y., MD; Active, Pulmonary
Ticic, Gary M., MD; Courtesy, Emergency Medicine
Tieran, John F., MD; Active, Anesthesiology
Tilden, Fred F., MD; Courtesy, Emergency Medicine
Timms, Brian D., DO; Active, Internal Medicine
Tingey, Ian C., DDS; Courtesy, OMF Surgery
Tinesz, Peter J., CRNA; Adjunct, Anesthesiology
Tinsley, Joyce A., MD; Active, Psychiatry
Tishler, Darren S., MD; Active, General Surgery
Tocci, Michael J., MD; Active, Emergency Medicine
Tolane, Pooja D., MD; Active, Infectious Disease
Tolin, David F., Ph.D; Consulting, Psychology
Tolsdorf, Christopher C., Ph.D; Clinical Affiliate, Psychiatry
Tong, David C., PA-C; Adjunct, Surgery
Toro-Salazar, Olga, MD; Active, Pediatric Cardiology
Torlando, Paul D., DO; Active, Internal Medicine
Toscano, Robert R., MD; Active, Pediatrics
Tousignant, Amy M., APRN; Adjunct, Pediatrics
Towers, Marlene W., CRNA; Adjunct, Anesthesiology
Tran, Ly C., PA-C; Adjunct, Surgery
Tray, Kory A., MD; Active, Nephrology
Trehay, Patricia, APRN; Adjunct, Neonatology
Tress, Jonathan H., MD; Active, Infectious Disease
Tripp, William H., MD; Honorary, Ob-Gyn
Trono, Jeffrey P., MD; Active, Cardiology
Trono, G. Thomas, MD; Courtesy, Urology
Trowbridge, Phillip E., MD; Honorary, Surgery
**MEDICAL STAFF**

Wisniewski, John S., MD; Active, Internal Medicine
Wolf, Arthur D., MD; Honorary, Internal Medicine
Wolf, Scott A., DO; Active, Internal Medicine
Wolfberg, Carrie A., MD; Consulting, Cardiology
Wolfson, Leslie I., MD; Active, Neurology
Wolkoff, Leslie I., MD; Active, Neonatology
Wong, Patricia V, APRN; Adjunct, Medicine
Woodley, Anthea F., MD; Active, Cardiology
Woodruff, John H., MD; Honorary, Radiology
Woods, Scott W., MD; Courtesy, Psychiatry
Woodson, Susan M., PA-C; Adjunct, Emergency Medicine
Worgafik, Brigitte F., MD; Active, Ob-Gyn
Worth, Cristina A., PA-C; Adjunct, Emergency Medicine
Worthley, Catherine A., APRN; Adjunct, Pediatrics
Woznica, Margaret E., MD; Active, Pulmonary
Woznica, Zbigniew A., MD; Active, Internal Medicine
Wright, Stephanie A., MD; Active, Infectious Disease
Wrzesinski, Tamara J., MD; Active, Pediatrics

Y
Yannopoulos, Aris D., MD; Courtesy, Orthopedics
Yasuda, Thomas J., MD; Active, Anesthesiology
Yaylagul, John Y., DO; Courtesy, Emergency Medicine
Yeston, Neil S., MD; Active, Surgery
Yetil, Turgut, MD; Courtesy, Internal Medicine
York, Elihu, MD; Honorary, Medicine
Yost, Allison R., PA-C; Adjunct, Surgery
Youmama, Erik L., MD; Active, Anesthesiology
Young, Mary C., APRN; Adjunct, Neonatology
Young, Penny B., APRN; Adjunct, Psychiatry
Young, Richard S., MD; Courtesy, Pediatric Neurology
Yuan, Stephen B., MD; Courtesy, Internal Medicine

Z
Zabrensky, Karen, MD; Active, Ob-Gyn
Zaeem, Faisal S., MD; Active, Internal Medicine
Zafian, Ruthann B., APRN; Adjunct, Cardiology
Zahner, Shawn D., DMD; Active, Dentistry
Zahradnik, Janet, MD; Courtesy, Orthopedics
Zakko, Salam F., MBChB; Courtesy, Gastroenterology
Zalianitis, Edwin L., MD; Courtesy, Pediatric Neurology
Zambuto, Domenic A., MD; Active, Radiology
Zamstein, Jacob, MD; Courtesy, Urology
Zande, Michael L., PA-C; Adjunct, Orthopedics
Zanker, Michael F., MD; Active, Emergency Medicine
Zavoski, Robert W., MD; Courtesy, Pediatrics
Zeller, William W., MD; Honorary, Psychiatry
Zeiman, Marvin, MD; Courtesy, Psychiatry
Zeman, Peter M., MD; Active, Psychiatry
Zentner, Arnold S., MD; Honorary, Psychiatry
Zhou, Xun C., MD; Active, Ob-Gyn
Zianio-Mihon, Lela, APRN; Adjunct, Medicine
Zimmerman, David L., MD; Active, Radiology
Zimmerman, Jeffrey, Ph.D; Clinical Affiliate, Psychiatry
Zimmermann, Gordon A., MD; Active, Orthopedics
Zilogas, Barbara F., MD; Active, Pediatrics
Ziter, Fred M H., MD; Honorary, Radiology
Zubkov, Bella, MD; Active, Dermatology
Zweibel, Steven L., MD; Active, Cardiology
Zweig, Elliot C., MD; Active, Dermatology
COMMUNITY INVOLVEMENT

Each year, Hartford Hospital contributes and supports other non-profit agencies with their fundraising efforts, as well as in-kind services. For additional participation, hospital administrators and staff members attend these social and information events in order to network and lay groundwork to pursue and discuss forming partnerships in order to serve the community. Following is a list of those agencies that benefited from financial support, donations or in-kind services from Hartford Hospital during the fiscal year of 2009.

African American Affairs Commission
Ambulance Service of Manchester
American Cancer Society
American Diabetes Association
American Heart Association
American Liver Foundation
American Lung Association
American Red Cross
Aurora Women & Girls Foundation
Boy Scouts of America, Connecticut Rivers Council
Brain Injury Association of Connecticut
Broad Park Development Corp.
Camp Courant
Capital Community College
Celebrate West Hartford
Channel 3 Kids Camp
Children’s Museum
Christian Activities Council
Chrysalis Center
City of Hartford Health & Human Services
Community Partners in Action
Connecticut AIDS Resource Coalition
Connecticut Breast Health Initiative
Connecticut Forum
Connecticut Puerto Rican Forum
Connecticut State Medical Society
Connecticut Valley Girl Scouts
Connecticut Women’s Hall of Fame

Crohn’s & Colitis Association
Cystic Fibrosis
Dragon Boat Race
Easter Seals Greater Hartford Rehabilitation Center
Family Life Education
FAVARR
Foundation for Mental Health
Greater Hartford Arts Council
Greater Hartford Convention & Visitors Bureau
Hartford Areas Rally Together
Hartford Association for Retarded Citizens
Hartford Conservatory
Hartford Marathon
Hartford Stage
Hartford Symphony Orchestra
Hebrew Healthcare
Hispanic Health Council
Identidad Latina Latino de Oro
Immaculate Conception Shelter & Housing Corporation
Institute for the Hispanic Family Interval House
Jewish Federation of Greater Hartford
Junior Achievement
Junior League of Hartford
Juvenile Diabetes Foundation
Kappa Alpha Psi Fraternity
La Academia Para los Padres
Leadership Greater Hartford
Life Choice
MADD
March of Dimes
Mary’s Place
Mended Hearts, Inc.
Mercy Housing & Shelter
Mi Casa
NAACP
National Kidney Foundation of Connecticut
National League of Cities
National Black Caucus
National Lung Cancer Partnership
National Multiple Sclerosis Society
Nutmeg Big Brothers Big Sisters
Our Piece of the Pie
Project Night Night
Salvation Army
Schwartz Center
Science Center
Society of Latin American Firefighters
Solomon Schechter Day School of Greater Hartford

South Park Inn
Southside Institutions Neighborhood Alliance
Spanish American Merchants Association
Susan G. Komen Foundation
UNICO
United Way
Urban League of Greater Hartford
Wadsworth Atheneum
YMCA of Greater Hartford

SUPPORT GROUPS*
Addiction, Self Help Groups
Advanced Prostate Cancer Support Group
Bereavement Support Group
Brain Tumor Support Group
Breast Cancer Support Group
Breathe Easy Support Group
Cancer Wellness Support Group
Comprehensive Health Enhancement Support System
Diabetes Life Care Support Group
Focus On Healing Support Group
Healthy Aging
Heart Transplant Support Group
Latina Women’s Support Group
Look Good, Feel Better
Major Mental Illness Support Group
New Beginnings Support Group
Ovarian Cancer Support Group
Prenatal Support Group
Prostate Cancer Support Group
Schizophrenia Rehab Intensive Program
Smoking Cessation Support Group
Spanish Bereavement Support Group
Spanish Look Good, Feel Better Spouse Prostate Cancer Support Group
Transplant Patient Support Group
Young Women’s Support Group

EDUCATIONAL PROGRAMS*
Advanced Cardiac Life Support
Allied Health Collaboration
An Introduction to Schizophrenia
Anxiety Disorders: Diagnosis, Theory and Treatment
Basic Cardiac Life Support
Bipolar – An Introduction to the Disorder
College Students and Substance Abuse
Colon Cancer: Preventing It, Detecting It, Treating It
Communication Techniques and Behavioral Health
Depression
Diabetes and Healthy Eating
Diabetes and Your Diet
Dietary Supplements and Diabetes
Dual Diagnosis in Mental Illness
Ductal Carcinoma in Situ
Family and Friends CPR and First Aid for Children
Family Response to Alzheimer’s Disease
Healthy Living with Diabetes after Transplant
Knowing and Lowering Your Risk of Diabetes
Legal Issues Facing Seniors
Life After Breast Cancer
Life Star Safety Program
Medication Compliance Strategies
OCD and Related Disorders
Overview of Alzheimer’s Disease
Overview of Diabetes
Parenting Classes
Pediatric Advanced Life Support
Perinatal Depression
Preventing Heart Disease
Prostatectomy for Prostate Cancer
Psychopharmacology
Salud Latina Programs
Sexually Transmitted Diseases
Stroke Education
Strong Woman Program
The ABC’s of Back Care
The Safety Net: What the Future Holds
Treatment of Heart Rhythm Disorder
Understanding Diabetes and Your Body
Women at Risk for Breast Cancer

*partial listing
Throughout the year, Hartford Hospital, supported by paid and volunteer staff members, participated in the following health fairs or special events, providing health screenings and education:

- African American Affairs Commission
- An Expressive Art Experience – A Healing Journey for Cancer Survivors
- Antioch Baptist Church
- Beauty from the Inside Out
- Beta Sigma Lambda Education Foundation
- Bethel African Methodist Episcopal Church
- Camp Courant Health Day
- Capitol Region Mental Health Center
- Celebrate West Hartford
- Charter Oak
- City of Hartford
- Community Health & Fitness Fair
- Community Resource Fair
- DAS
- Diabetes Expo
- Executive Square House
- Senior/Disabled Faith Assembly of God
- Family Recreational
- Family Worship Center
- First Cathedral
- First Church of the Nazarene
- Global Youth Day
- Gloria Dei Lutheran Church
- Goodwin College
- Governor’s Committee on Physical Fitness
- Hartford Marathon Foundation
- Hartford Step Off & Health Expo
- Hispanic Health Council
- HPL – Immigrant Welcome Event
- Mi Casa
- Multicultural Health Fair at Pope Park
- Muslim Coalition of CT
- Northend Senior Center
- Phillips Metropolitan CME Church
- SINA Community Career and Spanish American Merchants Association
- St. Anne Immaculate Conception Church
- Strawberry Festival
- Thirman Milner School
- Trauma After Care Fall Gathering
- United States Postal Service
- Upper Albany/Main Street
- When Mama’s Happy, Everyone is Happy
- Windsor Locks Town Hall
- Women’s Expo at Indian Hills
MISSION

To offer comprehensive services in an environment where innovation and teaching are integral to care; where we are proud to serve patients and one another; where meeting the challenge of complex medical needs is viewed as a defining competency; and where quality and safety of care are a constant.

THE SIX PILLARS OF THE BALANCED SCORECARD

1. Service
2. Quality
3. People
4. Growth
5. Financial Strength
6. Academic Excellence
LOCATIONS

HARTFORD
Hartford Hospital
80 Seymour Street, Hartford, CT 06102

AVON
Avon Cancer Center
Fisher Road, Avon, CT 06001
Hartford Hospital Avon Wellness Center
100 Simsbury Road, Avon, CT 06001

ENFIELD
Hartford Hospital Health Care Center
113 Elm Street, Enfield, CT

GLASTONBURY
Glastonbury Endoscopy Center
300 Western Blvd., Glastonbury, CT 06033
Hartford Hospital Wellness Center – Glastonbury
704 Hebron Avenue, Glastonbury, CT 06033
Hartford Hospital Glastonbury Women’s Health
330 Western Boulevard, Glastonbury, CT 06033

WEST HARTFORD
Hartford Hospital Wellness Center
Blue Back Square, 65 Memorial Road, West Hartford, CT 06117
West Hartford Surgery Center
Blue Back Square, 65 Memorial Road, West Hartford, CT 06117

WETHERSFIELD
Hartford Hospital Health Care Center – Wethersfield
1260 Silas Deane Highway, Wethersfield, CT 06109

WINDSOR
Hartford Hospital Health Care Center – Windsor
1060 Day Hill Road, Windsor, CT 06095