“We are what we repeatedly do.”
Excellence, then, is not an act, but a habit.  

Aristotle
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Hartford Hospital is on a quest to achieve a level of clinical and service excellence that will raise the bar nationwide. We are working together to exceed the most rigorous standards of quality and safety and to compassionately deliver optimal care to every patient who walks through our doors. Our overarching ambition is to be the very best every day at everything we do.

Jeffrey Flaks
Executive Vice President and Chief Operating Officer
The Mail Courier Dispatch Center’s H3W workgroup identified ways to improve efficiency and reduce costs.
CREATING A CULTURE OF EXCELLENCE

The staff of Hartford Hospital is engaged in a transformative process to revolutionize the way we work, create a sustainable culture of excellence and transform this great hospital into one of the country’s top-tier medical centers. We call this process How Hartford Hospital Works, or H3W. Launched in 2009 and rolled out in successive waves, H3W is already changing the culture of our hospital community and having a profound, positive impact on both clinical and non-clinical areas.

H3W focuses on sustaining an ongoing process of change that will bring about sweeping improvements hospital-wide and increase both patient and employee satisfaction. Through H3W, we are fostering a pervasive culture of excellence and creating an environment that engages, empowers and brings out the best in every member of our staff.

More than 160 facilitated H3W workgroups had been established by the end of this fiscal year, involving more than 5,000 staff members. Workgroups generated 3,500 ideas for enhancing operational excellence, and by the end of the year, 400 ideas had been fully implemented.

Workgroups have made numerous improvements. A workgroup in Perioperative Services developed a specially equipped supply and instrumentation cart that allows OR staff to convert from a minimally invasive surgical procedure to an open one in record time. The innovation cost nothing, but solved a time-consuming problem. When the Mail Room and Transportation Services were merging, a diverse group of employees formed a workgroup focused on building a cohesive team and increasing operational efficiency. Pleased and empowered by knowing that their voices would be heard, members threw themselves wholeheartedly into the project. They redesigned space, conducted cross-training and streamlined processes. Plus, they gained confidence, educating other departments about their services, including how their bulk mail capabilities could significantly reduce the hospital’s mailing costs.

Being in a work group boosted their morale and made them feel empowered. That's the beauty of the H3W philosophy. We don't just identify the problem; we say, 'Let's come up with solutions.'

Victoria Aleandri
Manager, Mail Courier Dispatch Center
A workgroup in Perioperative Services developed a specially equipped supply and instrumentation cart that allows OR staff to convert from a minimally invasive surgical procedure to an open one in record time.
THE SINGLE-MINDED PURSUIT OF QUALITY

To deliver the highest quality of care in today’s complex health care environment, hospitals must ensure superb systems and processes; engaged, expert and dedicated people; and consistent use of the most current evidence-based practices. We at Hartford Hospital are determined to build upon the foundation provided by H3W and offer an unsurpassed quality of care to every patient, every day. We are committed to a continuous quality improvement process that will ultimately place us among the top 10 percent of institutions nationally in measures of quality. This year, we made great strides toward that goal.

Bloodstream infections (BSIs) can result when a central line catheter must be inserted in a patient’s vein. Over the past year, by applying rigorous standards and protocols, we reduced the number of BSIs by a remarkable 69 percent. This translates to approximately one BSI per month and places us among the top performers in the country for this important quality measure.

Hospitalized patients, especially those who are critically ill, are at risk of developing pressure ulcers. Pressure ulcers, once thought to be inevitable, we now know can be prevented with diligent adherence to proven techniques. We have been focusing on this challenge for some time and this year alone decreased the pressure ulcer rate by 20 percent, down to 3.1 percent, the lowest level ever recorded at Hartford Hospital.

This year also saw us increase our aggregate score on core measures of quality to 96.3 percent, a significant gain over 2009. Core measures gauge the frequency with which a hospital provides the standard of care for heart attack, community-acquired pneumonia, congestive heart failure and surgical care. Core measures were established by the federal Centers for Medicare and Medicaid Services.

Addressing bloodstream infections or any other opportunity for clinical improvement requires a disciplined, systematic effort by a multidisciplinary team; a detailed analysis of the problem and how to solve it; and bringing all the resources of the organization to bear to improve every element of the process.

Rocco Orlando III, MD
Senior Vice President and Chief Medical Officer
While we take pride in our achievements, we are not satisfied. Our quest continues, as we passionately pursue higher levels of quality performance in every aspect of care.
While we celebrate this milestone in reducing falls, we will continue to strive until not a single patient of Hartford Hospital ever experiences a fall.
THE SCIENCE OF SAFETY

Quality and safety go hand in hand. Keeping patients safe is a fundamental prerequisite of quality care. We are always striving to find better ways to protect patients from harm. The cornerstone of our safety efforts is the Patient Safety Action Group, a multidisciplinary, hospital-wide team that meets every weekday to discuss safety concerns and solutions and monitor performance. Our intensive focus on safety has propelled Hartford Hospital to even greater levels of performance.

One area in which we’ve made exceptional progress is fall prevention. Falls are a challenge at every hospital. Illness, age, frailty and dementia are some of the reasons why many inpatients are at high risk of falling.

Over the past two years, efforts spearheaded by our Fall Prevention Team have reduced the total number of inpatient falls by 47 percent and reduced falls with injury by 71 percent. In 2010, we recorded the fewest falls with injury in our history and had fewer falls on medical units than 75 percent of hospitals across the nation. We recognized this achievement by naming the Fall Prevention Team Hartford Hospital’s 2010 Team of the Year.

The team used a scientific approach that involved observation, intervention and measurement. They noted how consistently staff followed the fall-prevention protocols. They implemented changes to remove obstacles to compliance. They recruited “Safety Volunteers” to round on units and provide feedback to staff. If a patient did fall, staff “huddled” afterward to discuss what had led to the fall and identify innovations to avert future falls. They instituted hourly rounding. With funding from the Auxiliary, they developed a fall-prevention DVD for patients and families. A study of falls that occurred when a staff member was assisting the patient revealed that patients should use walkers when being assisted. A research project testing hourly rounding in the Emergency Department cut ED falls by more than half in its pilot phase.

We were proud that we won the award, but the truth is that while our team guided the work, the work was done by staff from every department. Everyone in the hospital deserves this award.

Chris Waszynski RN, MSN, GNP-C
Geriatric Nurse Practitioner
The quality and safety of medical care in our region and across the country will rise to unprecedented levels as a result of our newly launched Center for Education, Simulation and Innovation (CESI). CESI is a 14,000-square-foot, state-of-the-art training facility where physicians and other health care professionals can learn to use the newest technology, perform the most sophisticated medical and surgical procedures and perfect their skills in a safe, simulated environment so they’re ready to apply them expertly in a real-life situation.

In addition to training our own clinicians, CESI is a regional and national destination for educating physicians and military medical personnel and perfecting cutting-edge technology. Plus, it will attract to Hartford Hospital the finest medical minds in the country—experts eager to share their knowledge.

CESI is the only facility in the Northeast to offer a comprehensive range of high-technology training capabilities that includes human simulation, minimally invasive surgery and robotic surgery. The center features exact replicas of an operating room, intensive care unit, delivery room and trauma room. It has the same equipment as the hospital, including a da Vinci robot designed especially for training purposes.

Using lifelike, computerized mannequins, learners can practice almost any medical procedure, from the common to the rare. They can insert a central line, perform minimally invasive and robotic surgery, respond to cardiac arrest or trauma and more. Just as important, they learn to work effectively as a team—a critical capability when every second counts. A networking system allows students in CESI’s lecture hall—or anywhere in the world—to observe a Hartford Hospital operation in real time and speak with the surgeon during the process.

The complexity of 21st century medicine demands that physicians acquire vast amounts of knowledge and perfect exacting, high-technology skills in order to provide excellent patient care. CESI will help ensure that physicians here and everywhere will meet that challenge.

EDUCATING PHYSICIANS FOR THE 21ST CENTURY

At CESI, physicians master leading-edge medical technology in a safe, monitored environment, gaining proficiency in performing complex—often life-saving—procedures before applying them in a real-life situation. This is especially critical for low-frequency, high-risk procedures. The overarching benefit is better patient care.

Steven Shichman, MD
Director, Center for Education, Simulation and Innovation
Learners can insert a central line, perform minimally invasive and robotic surgery, respond to cardiac arrest or trauma and more—all on a mannequin.
Our ultimate goal is to make Hartford Hospital’s Center for Education, Simulation and Innovation the national model of excellence in medical education.
As we pursue our quest, we will continue to embrace medical, surgical and technological innovation and establish Hartford Hospital nationally as the place to turn to for the best, most current treatments.
INNOVATION – IN TECHNOLOGY AND THINKING

In the hands of our expert physicians, sophisticated new medical technology ensures patients benefit from the best, most current treatment available. And when new procedures and approaches to care produce better results, we're sure to incorporate them into practice.

One of the most notable innovations at Hartford Hospital this year was "awake" craniotomy for surgical removal of brain tumors. This exacting procedure allows neurosurgeons to operate on tumors once considered inoperable because of their proximity to the brain’s language centers. During surgery, the patient is awakened and asked to perform language tasks. By using a pre-surgical functional MRI study as a map and "testing" the brain during surgery, neurosurgeons can remove tumors or perform biopsies confident of not inadvertently compromising the patient’s language abilities. Awake craniotomy demands not only advanced technological equipment, but a multidisciplinary team of experts working in a highly coordinated way under rigorous conditions in the operating room. Hartford Hospital is one of only three hospitals in the state able to perform this procedure.

The revolutionary O-Arm® Surgical Imaging System we implemented this year allows neurosurgeons to perform delicate spinal and skull-base surgeries with unprecedented accuracy. The O-Arm’s technology provides very precise, three-dimensional images of the spine during both open and minimally invasive surgeries. It allows for complex tumor removal and reduces radiation exposure by eliminating the need for multiple X-rays during surgery.

Our state-of-the-art hybrid operating room and the superior capabilities of our Artis zeego imaging system is a winning combination for patients with vascular problems such as aneurysms and blocked coronary or peripheral arteries. These resources, found at very few hospitals, mean that patients can have both open surgery and minimally invasive endovascular procedures performed in the same room, at the same time, with unparalleled accuracy. Just as important, the venue brings physicians from several medical and surgical specialties together to apply their collective knowledge to each patient’s care.

In addition to the state-of-the-art technology of Hartford Hospital, the collaborative approach our specialists are taking allows us to tackle patients’ complicated problems in a better way. Our patients benefit not just from our technology, but from our collective expertise.

Immad Sadiq, MD
Director of Vascular and Endovascular Medicine
Our quest for excellence will succeed only if we have the right people—with the right values, knowledge and skills—at every level of the organization. This is especially critical for those in leadership positions. This year, we began a comprehensive and systematic leadership development initiative for all of Hartford HealthCare, including, of course, Hartford Hospital. The initiative aims to ensure that people in leadership positions have the opportunity to cultivate key strengths, acquire new knowledge and grow into leaders who can bring out the very best in others.

We’ve articulated the personal qualities and competencies we expect of our leaders at every level. We’ll use that framework to evaluate and develop people currently on staff and to make hiring decisions going forward. We’ve created a Learning and Organizational Development Department to continually assess educational needs and develop a curriculum for leadership and staff development. Through selected classes, leaders will enhance their communication and financial skills, learn how best to recognize employee achievement, stay current with workplace laws and more.

Every individual has a unique set of skills and strengths. That’s why leaders will have a personalized Leadership Development Plan outlining all the activities—classes, rotations, coaching—he or she will engage in to become an even more effective leader.

Developing potential leaders begins with the employee’s first day on the job. This year we completely revamped Hartford Hospital’s new-employee orientation program. It is now a high-energy, inspirational and interactive experience that challenges new employees at every level of the organization to think about how they contribute to fulfilling the hospital’s mission of providing superb patient care.

A great hospital requires great leadership. These and other efforts ensure that we will have a cadre of leaders with the vision, talent and skills to enable Hartford Hospital to navigate an increasingly challenging environment and take its place among the elite health care institutions of America.

We need strong people as an important part of our quest. The hospital has a commitment to developing internal people—to making it clear what the expectations are and then providing development to help them achieve those expectations.

Marcia Haytaian
Hartford HealthCare Director of Leadership and Organizational Development
Through selected classes, leaders will enhance their communication and financial skills, learn how best to recognize employee achievement, stay current with workplace laws and more.
EXECUTIVE LEADERSHIP TEAM FROM LEFT:
Laura Estes Chair, Board of Directors
Elliot Joseph President and Chief Executive Officer
Jeffrey Flaks Executive Vice President and Chief Operating Officer
Rocco Orlando III, MD Senior Vice President and Chief Medical Officer
MESSAGE TO THE COMMUNITY

The theme of our annual report, “Quest for Excellence,” is a perfect definition of Hartford Hospital’s focus today and tomorrow. A quest is an intense pursuit of something grand. In our case, our quest is to not only fulfill our vision of being the regional destination provider of innovative and complex care, but also to achieve that vision with a total focus on the patient and as a member of a high-performance health care system that provides comprehensive, coordinated, compassionate care throughout a patient’s lifetime.

Hartford Hospital is a patient and community partner, as well as a vital member of Hartford HealthCare, the only truly integrated health care system in our state. With the challenges the health care industry faces in a difficult economy and with the coming demands of health care reform, we must build the future of health care in Connecticut right now, for the benefit of patients, communities, health care providers and staff members.

With rising costs, enormous variation in patient outcomes, a fragmented health care delivery system, and unprecedented change and uncertainty in our industry, a system is the future of care as it becomes increasingly difficult for individual health care institutions to succeed on their own. As a system partner, we can more easily increase local access to care, improve care coordination and continue our tradition of community service. In addition to fostering the well-being of Connecticut’s citizens, we also play a vital role in the economic vitality of communities as we expand our services throughout our state.

Hartford Hospital’s quest for excellence encompasses everything we do, every day. This annual report illustrates just a few of the myriad steps we’re taking, the successes we’ve achieved so far and the vision we have for our future as we strive to become one of the nation’s best hospitals and medical centers. Through their daily work and the process and quality improvements they’ve made, it’s evident that our staff has great loyalty to this fine institution, which has been committed to providing the best possible care and service for more than 150 years. We also are building an understanding among our staff of the steps we must take together to strengthen our future.

Hartford Hospital is a special place. We are ingrained in our local community and are an important destination medical center with more than 250 physicians named among the state’s top doctors. In 2010, we made considerable improvements in our facilities; added a number of “firsts” to procedures we performed and treatments we developed; achieved best practice levels in preventing patient falls and bloodstream infections; involved thousands of employees in developing and implementing improvements in processes and quality; and greatly expanded our Center for Education, Simulation and Innovation, a premier regional training facility expected to attract 5,000 students annually, bring industry into our region and generate income to enable our continued investment in research and innovation.
Our achievements thus far are only the beginning, however. Our quest for excellence extends not only to the coming year, but far beyond—to a future we can now envision. We know we will be dealing with state budget deficits, reduced federal reimbursements and increased quality requirements. We’ve been preparing for two years for these eventualities. We know that our success depends on being part of a coordinated system that can use its collective buying power and knowledge to reduce costs; to implement information systems to provide easy access to patient information and reduce duplicity in testing; and to share best practices and establish system-wide standards to improve patient care.

As we look ahead, our quest for excellence includes focusing on service excellence through improving care coordination and the patient experience; quality by enhancing measurement tools and focusing on best practices and standards of care; people by providing professional development and training; growth by understanding community needs, such as the need for more primary care, as well as growth through education and research opportunities; financial strength by monitoring our costs and taking advantage of economies of scale; and academic excellence by enhancing training and research to become the top-tier institution we aspire to be.

Hartford Hospital and its people are visionaries—and impatient ones at that. We will not accept less than excellence on our quest, because we know excellence established today is a basis for excellence in the years ahead. We will never stop improving; we will never stop enhancing our services; we will never stop focusing on our patients and communities. That is who we are.

Thank you for your continued support. Hartford Hospital is here for you—today and always.

Laura Estes
Chair, Board of Directors

Elliot Joseph
President and Chief Executive Officer
HIGHLIGHTS OF 2010 ACCOMPLISHMENTS

Provided more than $84 million for community benefit, of which $10.6 million was charity care.

Unveiled our new "hybrid" operating room, which allows both diagnosis and treatment of complex vascular issues in a single space.

Received highest-ever patient satisfaction scores.

Achieved record-breaking extramural research funding of more than $14 million.

Received the Gold Plus Achievement Award for excellence in stroke care from the American Stroke Association’s Get with the Guidelines – Stroke program.

Engaged more than 5,000 staff members in How Hartford Hospital Works (H3W), our transformative continuous quality-improvement initiative.

Increased our aggregate score on core measures of quality to 96.3 percent, a significant gain over 2009.

Achieved national best practice levels in preventing bloodstream infections and reduced both falls with injury and pressure ulcer rates to the lowest ever recorded.

Launched the Center for Education, Simulation and Innovation (CESI), a regional, state-of-the-art medical and surgical training facility that is unique in the Northeast.

Performed our first "awake" craniotomy, an exacting procedure for removing otherwise inoperable brain tumors.

Performed our first robotic-assisted bariatric surgery.

Implemented the revolutionary O-Arm® Surgical Imaging System to enable unprecedented accuracy during delicate spinal and skull-base surgeries.

Launched a comprehensive leadership development initiative.

Acquired a state-of-the-art breast MRI diagnostic system.

Named one of the nation’s 100 Most Wired hospitals for the fourth consecutive year.

Implemented the Artis zee® biplane imaging system for more precise diagnosis and treatment of stroke.

Performed our 300th heart transplant.

Named a Blue Distinction Center for Spine Surgery and for Knee and Hip Replacement by Anthem Blue Cross and Blue Shield of Connecticut.

For the 10th consecutive year, voted the Consumer Choice Award winner for providing the area’s highest level of quality care.

Implemented tobacco-free policies at all locations.

Refurbished 200,000 square feet of space under Hartford Hospital 2020, an ambitious plan to renew our 157-year-old campus.

Opened the new Glastonbury Surgery Center in collaboration with The Hand Center.
PATIENT SAFETY AND QUALITY STATISTICS

Key quality measures show Hartford Hospital’s commitment to excellence in patient safety and clinical care. And even though our scores exceed state and national averages, we’re constantly striving to be even better.

**ACUTE MYOCARDIAL INFARCTION (HEART ATTACK)**
(Percentage Compliance)

**HEART FAILURES**
(Percentage Compliance)

- *A process of care measure indicating how often hospitals give treatments known to achieve the best results.*

**SURGICAL CARE INFECTION PROGRAM (SCIP)**
(Percentage Compliance)

**NUMBER OF PATIENT FALLS WITH INJURY**
(Monthly Average)

- **SCIP** is a national quality partnership focused on improving the safety of surgical care by reducing the incidence of post-surgical complications.
EMPLEE OF THE YEAR

Juan Gonzales of Research Administration was named Hartford Hospital’s 2010 Employee of the Year. The yearly honor is bestowed after an extensive peer nomination and selection process. Mr. Gonzales is the 19th person to receive this distinction, which recognizes employees who exemplify Hartford Hospital’s commitment to excellence in every respect.
**Fall Prevention Team** Leader Chris Waszynski, RN, MSN, GNP-C, accepts the 2010 Team of the Year trophy as members of the team, the board and the administration look on. Presenting the award is Dr. Kenneth Robinson, whose ED Redesign Team won the 2009 award. Thanks to the Fall Prevention Team’s leadership, Hartford Hospital reduced the total number of inpatient falls by 47 percent and reduced falls with injury by 71 percent. In 2010, we recorded the fewest falls with injury in our history and had fewer falls on medical units than 75 percent of hospitals across the nation.
## CONSOLIDATED BALANCE SHEET

<table>
<thead>
<tr>
<th>Year Ended September 30</th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and short-term investments</td>
<td>$44,299,371</td>
<td>$26,464,866</td>
</tr>
<tr>
<td>Accounts receivable, less allowance</td>
<td></td>
<td></td>
</tr>
<tr>
<td>for doubtful accounts</td>
<td>117,359,353</td>
<td>117,985,259</td>
</tr>
<tr>
<td>Other current assets</td>
<td>60,919,845</td>
<td>54,941,347</td>
</tr>
<tr>
<td>Total current assets</td>
<td>222,578,569</td>
<td>199,391,472</td>
</tr>
<tr>
<td>Restricted and Unrestricted investments</td>
<td>403,261,902</td>
<td>376,570,354</td>
</tr>
<tr>
<td>Funds held in trust by others</td>
<td>119,917,040</td>
<td>114,402,495</td>
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<tr>
<td>Other assets</td>
<td>34,928,556</td>
<td>15,708,815</td>
</tr>
<tr>
<td>Property, plant and equipment</td>
<td></td>
<td></td>
</tr>
<tr>
<td>net of accumulated depreciation</td>
<td>299,013,334</td>
<td>283,024,028</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td>$1,079,699,401</td>
<td>$989,097,164</td>
</tr>
<tr>
<td><strong>LIABILITIES AND NET ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts Payable</td>
<td>$41,938,359</td>
<td>$44,788,000</td>
</tr>
<tr>
<td>Salaries, wages, payroll taxes and amounts withheld from employees</td>
<td>22,051,316</td>
<td>37,779,710</td>
</tr>
<tr>
<td>Other current liabilities</td>
<td>70,070,827</td>
<td>49,224,831</td>
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<tr>
<td><strong>Total current liabilities</strong></td>
<td>134,060,502</td>
<td>131,792,541</td>
</tr>
<tr>
<td>Accrued pension and other liabilities</td>
<td>289,814,031</td>
<td>242,484,352</td>
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<tr>
<td>Bonds payable</td>
<td>62,156,676</td>
<td>45,940,000</td>
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<tr>
<td>Net assets</td>
<td>593,668,192</td>
<td>568,880,271</td>
</tr>
<tr>
<td><strong>Total liabilities and net assets</strong></td>
<td>$1,079,699,401</td>
<td>$989,097,164</td>
</tr>
</tbody>
</table>
# REVENUE AND EXPENSES

## Year Ended September 30

<table>
<thead>
<tr>
<th>Revenue</th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Revenue from Services to Patients</td>
<td>$800,993,375</td>
<td>$723,222,044</td>
</tr>
<tr>
<td>Other Revenues</td>
<td>131,946,334</td>
<td>106,676,117</td>
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<tr>
<td>Total Revenues</td>
<td>$932,939,709</td>
<td>$829,898,161</td>
</tr>
</tbody>
</table>

## Expense

<table>
<thead>
<tr>
<th>Expense</th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries</td>
<td>$398,505,926</td>
<td>$365,409,670</td>
</tr>
<tr>
<td>Employee Benefits</td>
<td>100,636,264</td>
<td>77,410,993</td>
</tr>
<tr>
<td>Supplies</td>
<td>181,562,261</td>
<td>164,107,090</td>
</tr>
<tr>
<td>Purchased Services</td>
<td>158,481,981</td>
<td>152,234,280</td>
</tr>
<tr>
<td>Depreciation &amp; Amortization</td>
<td>42,799,056</td>
<td>41,218,540</td>
</tr>
<tr>
<td>Bad Debts</td>
<td>37,824,767</td>
<td>23,850,530</td>
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<tr>
<td>Interest Expense</td>
<td>614,483</td>
<td>607,197</td>
</tr>
<tr>
<td>Total Expenses</td>
<td>$920,424,738</td>
<td>$824,838,300</td>
</tr>
</tbody>
</table>

## Gain/(Loss) from Operations

<table>
<thead>
<tr>
<th>Gain/(Loss) from Operations</th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$12,514,971</td>
<td>$5,059,861</td>
</tr>
</tbody>
</table>

## Gross Revenue

<table>
<thead>
<tr>
<th>Gross Revenue</th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medicare &amp; Managed Medicare</td>
<td>$841,854,883</td>
<td>$758,486,778</td>
</tr>
<tr>
<td>Medicaid &amp; Other Government</td>
<td>257,076,414</td>
<td>234,430,924</td>
</tr>
<tr>
<td>Medicaid Managed Care</td>
<td>83,088,364</td>
<td>72,627,146</td>
</tr>
<tr>
<td>Managed Care</td>
<td>628,979,497</td>
<td>591,979,496</td>
</tr>
<tr>
<td>Insurance &amp; Other</td>
<td>90,719,965</td>
<td>87,117,681</td>
</tr>
<tr>
<td>Total</td>
<td>$1,901,719,123</td>
<td>$1,744,642,025</td>
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</tbody>
</table>

## Gross Revenues (in percentage)

<table>
<thead>
<tr>
<th>Category</th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>A Medicare &amp; Managed Medicare</td>
<td>44.27</td>
<td>43.48</td>
</tr>
<tr>
<td>B Medicaid &amp; Other Government</td>
<td>13.52</td>
<td>13.44</td>
</tr>
<tr>
<td>C Medicaid Managed Care</td>
<td>4.37</td>
<td>4.16</td>
</tr>
<tr>
<td>D Managed Care</td>
<td>33.07</td>
<td>33.93</td>
</tr>
<tr>
<td>E Insurance &amp; Other</td>
<td>4.77</td>
<td>4.99</td>
</tr>
</tbody>
</table>

## Total Expenses (in percentage)

<table>
<thead>
<tr>
<th>Category</th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>F Salaries</td>
<td>43.29</td>
<td>44.30</td>
</tr>
<tr>
<td>G Employee Benefits</td>
<td>10.93</td>
<td>9.38</td>
</tr>
<tr>
<td>H Supplies</td>
<td>19.73</td>
<td>19.90</td>
</tr>
<tr>
<td>I Purchased Services</td>
<td>17.22</td>
<td>18.46</td>
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STATISTICAL HIGHLIGHTS

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Bauer, William, MD; Active, Radiology
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Beek, Gerald, MD; Active, Orthopedics
Bedard, Robert M., MD; Active, Medicine
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Bejani, Reza, MD; Active, Radiation Oncology
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Bell, Lisa, MD; Active, Radiology
Bell, Peter J., MD; Active, Radiology
Belfort, Beth, MD; Active, Obstetrics & Gynecology
Bellini, Sandra L., APRN; Adjunct, Neonatology
Bennett, Ross A., MD; Active, Orthopedics
Bentivoglia, Joseph F., MD; Active, Orthopedics
Benton, Adrienne L., MD; Active, Psychiatry
Bergman, Eric E., PA-C, Adjunct, Medicine
Beke, Adrienne B., MD, Consulting, Pathology/Lab Medicine
Berkowitz, Samuel, DPM; Consulting, Podiatry
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<td>Adjunct, Surgery</td>
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</table>
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Covello, Mary G., MD; Active, Anesthesiology
Covington, Theressa M., Ph.D; Consulting, Psychology
Cox-Chapman, James W., MD; Active, Internal Medicine
Craig, Steven L., MD; Active, Pediatrics
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Laut, Jeffrey M., MD, Active, Nephrology
Lauterbach, Richard, Ph.D; Consulting, Psychiatry
Lavalette, John H., MD; Active, Pediatrics
Lawlor, Michael T., MD, Active, Infectious Disease
Lawrence, Christopher E., CRNA; Adjunct, Anesthesiology
Lawrence, Denise M., APRN; Adjunct, Surgery
Lawson, Bradley J., MD, Courtesy, Orthopedics
Lawson, John A., MD; Courtesy, Internal Medicine
Lazor, Lawrence Z., MD; Active, Obstetrics & Gynecology
Lazor, Michael Z., MD; Active, Obstetrics & Gynecology
Leach, C. Edward, MD, Active, Internal Medicine
Leach, Stephen J., MD; Active, Internal Medicine
Leahy, Brendan T., PA-C; Adjunct, Emergency Medicine
Lebatique, Mary E., PA-C; Adjunct, Trauma Surgery
Lederman, Marc A., DPM; Courtesy, Podiatry
Lee, Hyun S., MD; Active, Anesthesiology
Lee, Janice L., MD; Active, Obstetrics & Gynecology
Lee, Jason O., MD, Active, Internal Medicine
Lee, Mark C., MD; Active, Obstetrics & Gynecology
Lee, Nora S., MD; Active, Neurology
Lee, Steve Y., MD; Active, Radiology
Lee, Sun Young, MD, Surgery
Leeds, William C., MD; Honorary, Medicine
Leefberg, Jarrett S., DO; Active, Emergency Medicine
Leggitt, Beverly A., APRN; Adjunct, Surgery
Lehmann, William B., MD; Honorary, Otorhinolaryngology
Leichner, Carol R., MD; Courtesy, Pediatric Neurology
Lemieux, Lisa A., PA-C; Adjunct, Orthopedics
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Lenz, Geraldine, Ph.D; Consulting, Psychiatry
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Leonard, Gerald, MD; Otorhinolaryngology
Leopold, Harris B., MD; Active, Pediatric Cardiology
Leopold, Joel M., MD; Active, Obstetrics & Gynecology
Leopold, Kenneth A., MD; Active, Radiation Oncology
Lesser, Robert L., MD; Consulting, Ophthalmology
Lessow, Richard J., MD; Active, Otorhinolaryngology
Letendre, Michelle T., APRN; Adjunct, Neonatology
Leung, Jason S., DMD; Courtesy, Pediatric Dentistry
Levinbook, Wendy S., MD; Active, Medicine
Levine, Marvin N., MD; Active, Pediatrics
Levine, Michael S., MD; Active, Pediatrics
Levine, Susan F., MD; Active, Internal Medicine
Levine, Tracy E., MD; Active, Obstetrics & Gynecology
Levitz, Robert E., MD; Active, Infectious Disease
Levy, Bruce H., MD; Psychiatry
Lewinter, Jody R., MD; Active, Internal Medicine
Lewis, Courtland G., MD; Active, Orthopedics
Lewis, Myra J., DO; Courtesy, Emergency Medicine
Lewoc, Rayna J., CRNA; Adjunct, Anesthesiology
Li, Ling, APRN; Adjunct, Medicine
Liang, Yu, MD, Active, Surgery
Lightmacher, Abraham, MD; Honorary, Obstetrics & Gynecology
Lieblich, Stuart E., DMD; Active, Oral-Maxillofacial Surgery
Lieu, Steven C., DO, Active, Internal Medicine
Ligato, Saverio, MD, Active, Pathology/Lab Medicine
Lilly, Richard B., MD; Active, Anesthesiology
Lim, Kelly S., MD; Adjunct, Medicine
Limaye, Deepa P., MD; Courtesy, Pediatrics
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Linburg, Richard M., MD; Active, Orthopedics
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Nino, Alfredo F., MD; Honorary, Cardiology  
Nissen, Carl W., MD; Courtesy, Orthopedics  
Nobert, Gary F., MD; Active, Obstetrics & Gynecology  
Nog, Rajat, MD; Active, Infectious Disease  
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Nowicki, Thomas A., MD; Active, Emergency Medicine  
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O'Bara, Lynn F., APRN; Adjunct, Medicine  
O'Brien, James W., MD; Courtesy, Gastroenterology  
O'Brien, Kandi H., APRN; Adjunct, Medicine  
O'Brien, Karen T., APRN; Adjunct, Neonatology  
O'Brien, Richard A., MD; Courtesy, Neurology  
O'Brien, Stephen T., MD; Active, Internal Medicine  
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P  
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Papasavvas, Pavlos K., MD, Active, Surgery  
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Pareles, Lawrence M., MD, Active, Cardiology  
Parikh, Nehal S., MD; Courtesy, Pediatrics  
Pariser, Ronald H., MD; Active, Cardiology  
Parker, Lewis F., MD; Active, Rheumatology  
Parkinson, Tonia L., PA-C; Adjunct, Surgery  
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Parsons, Julian, MD, Active, Internal Medicine  
Pascal, Peter E., MD; Courtesy, Orthopedics  
Pasciucco, Peter F., DDS, Active, Dentistry  
Pasternack, James J., MD; Active, Ophthalmology  
Pastizzo, Gary F., PA-C; Adjunct, Surgery  
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Patel, Mahesh I., MD; Active, Internal Medicine  
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Phillips, Jinnah A., MD; Active, Radiology  
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Schwartz, Paul J., MD; Active, Neurosurgery
Schwartz, Gavin, MD, Active, Allergy
Schweizer, Robert T., MD; Honorary, Transplantation Surgery
Sciloopou, James E., PA-C, Adjunct, Emergency Medicine
Scola, Christopher J., MD; Active, Rheumatology
Scoles, Marc H., DMD, Active, Dentistry
Scoles, Matthew P., DMD, Active, General Dentistry
Scott, D. Dawson, PA-C; Adjunct, Neurosurgery
Scrivano, Sharon M., APRN; Adjunct, Emergency Medicine
Seawell, Duncan R., Psy.D; Consulting, Psychology
Sebastian, Mark W., MD; Active, Trauma Surgery
Sebastian, Vanessa J., CRNA; Adjunct, Anesthesiology
Seeley, Brook M., MD; Active, Otorhinolaryngology
Seetharama, Subramani, MD, Active, Physical Medicine/Rehabilitation
MEDICAL STAFF

Stephen, Siobhan M., DMD, MD; Active, Oral-Maxillofacial Surgery
Stepnowski, Roxanne R., Psy.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
Streeter, James M., MD; Honorary, Endocrinology
Streim, Carrie S., MD, Active, Pediatrics
Strieber-Oberly, Cindi M., APRN, Adjunct, Surgery
Stroh-Velasquez, Carly A., APRN, Adjunct, Medicine
Sturrock, Kelley L., MD; Active, Obstetrics & Gynecology
Su, Yanjun, MD; Active, Pathology/Lab Medicine
Sucheck, Jeanine, MD, Courtesy, Ophthalmology
Sullivan, Eugene D., MD; Courtesy, Surgery
Sullivan, Paul R. C., MD; Honorary, Endocrinology
Sullivan, Raymond J., MD; Active, Orthopedics
Summa, Michael J., CRNA, Adjunct, Anesthesiology
Summerfield, Alan K., CRNA, Adjunct, Anesthesiology
Suozzi, Brent A., MD; Active, Obstetrics & Gynecology
Suski, Edmund T., MD; Active, Ophthalmology
Sussman, Steven K., MD; Active, Radiology
Sutay, J. Bruce, MD, Active, Pediatrics
Swain, Edward B., MD; Honorary, Psychiatry
Swales, Colin T., MD; Active, Gastroenterology
Swales, Heather H., MD, Active, Cardiology
Swamy Iyah, Geetha R., MD; Active, Internal Medicine
Swartz, Francesca M., DO; Courtesy, Orthopedics
Sweet, Elliott B., MD, Honorary, Orthopedics
Sylvestor, Francisco A., MD; Courtesy, Pediatric Gastroenterology
Sylvestor, S. Russell, MD, Active, Pediatrics
Szabo, Ronald S., MD, Courtesy, Internal Medicine
Szafranski, Maria G., CRNA; Adjunct, Anesthesiology
Szerekko, Margaret K., MD, Active, Radiology
Sziklas, John J., MD, Honorary, Radiology
Szydlak, Jon, PA-C; Adjunct, Orthopedics
Szymaszek, Susan M., APRN, Adjunct, Pediatrics
T
Takata, Hiroyoshi, MD; Active, Cardiac Surgery
Taliercio, Joseph G., APRN, Adjunct, Medicine
Tally, Kevin J., MD, Active, Cardiology
Tandon, Manish, MD, Active, Surgery
Tandy, Bruce J., DMD, Active, Dentistry
Tarantino, Arthur E., MD, Active, Urology
Tarre, Eve R., MSW; Clinical Affiliate, Psychiatry
Taylor, Heather E., CRNA, Adjunct, Anesthesiology
Taylor, Linda T., MD; Active, Obstetrics & Gynecology
Taylor, Peter T., MD; Honorary, Radiology
Taylor, Richard F., MD; Honorary, Anesthesiology
Teiger, Michael B., MD; Courtesy, Pulmonary Medicine
Teitelbaum, Karen B., MD, Active, Psychiatry
Terranova, Jody L., DP, Pediatrics
Tessema, Belachew, MD; Courtesy, Otorhinolaryngology
Thayer, Elizabeth S., Ph.D; Clinical Affiliate, Psychiatry
Thibeault, Susan M., CRNA; Adjunct, Anesthesiology
Thielman, Mary J., APRN, Adjunct, Surgery
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
Thompson, Jeffrey D., MD; Courtesy, Orthopedics
Thorenska, Natalya Y., MD, Active, Pulmonary Medicine
Ternan, John F., MD, Active, Anesthesiology
Tilden, Fred F., MD; Active, Emergency Medicine
Timms, Brian D., DO; Active, Internal Medicine
Tingey, Ian C., DDS; Courtesy, Oral-Maxillofacial Surgery
Tinnesz, Peter J., CRNA, Adjunct, Anesthesiology
Tinsley, Joyce A., MD; Psychiatry
Tischler, Darren S., MD; Active, Surgery
Tocci, Michael J., MD, Active, Emergency Medicine
Toews, Christine C., MD, Active, Trauma Surgery
Tolane, Pooja D., MD, Infectious Disease
Tolin, David F., Ph.D; Consulting, Psychology
Tolzendorf, Christopher C., Ph.D; Clinical Affiliate, Psychiatry
Tong, David C., PA-C; Adjunct, Surgery
Toro-Salarz, Olga, MD; Active, Pediatric Cardiology
Tortland, 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
Treheny, Patricia, APRN, Adjunct, Neonatology
Tress, Jonathan H., MD, Active, Infectious Disease
Tripp, William H., MD; Honorary, Obstetrics & Gynecology
Trono, G. Thomas, MD; Courtesy, Urology
Trowbridge, Phillip E., MD; Honorary, Surgery
Truex, Richard H., MD, Active, Internal Medicine
Trymbulak, Helen F., MD, Active, Obstetrics & Gynecology
Tsongalis, Gregory J., Ph.D; Pathology/Lab Medicine
Tucker, Jolyn S., MD; Honorary, Neurology
Tucker, Joseph W., MD; Active, Pediatrics
Tulchinsky, Amir, MD; Active, Anesthesiology
Tulchinsky, Clarisse F., APRN, Adjunct, Psychiatry
Tulkangas, Paul K., MD, Active, Obstetrics & Gynecology
Turner, Gregory T., MD; Active, Radiology
Twigg, Michele C., MD; Active, Internal Medicine
U
Underhill, David J., MD, Active, Cardiac Surgery
Underwood, Michael J., MD; Active, Internal Medicine
Ungar, Martin J., DMD; Active, Dentistry
Upham, Stephen, MD, Active, Internal Medicine
Uphoff, Dean F., MD; Active, Pathology/Lab Medicine
Urbanski, Steven R., MD, Active, Radiology
V
Vacek, Margaret M., MD; Honorary, Pediatrics
Vacek, William J., MD, Honorary, Internal Medicine
Valdez, Tulio A., MD; Courtesy, Otorhinolaryngology
Van Niel, David E., PA-C, Adjunct, Surgery
Vashist, Asem, MD; Active, Cardiology
Veale, Christopher J., MD, Active, Pediatrics
Vella, Paul M., MD, Active, Internal Medicine
Venkatesh, Jayashree, MD; Active, Pediatrics
Venkatesh, Peruvamba R., MD; Active, Internal Medicine
Venti, Rozann F., MD; Active, Internal Medicine
Vergara, Cunegundo, MD, Active, Internal Medicine
Verhoest, JoAnna L., PA-C, Adjunct, Surgery
Vida, Kevin A., PA-C, Adjunct, Surgery
Viets, Douglas H., MD, Active, Urology
Vignati, Paul V., MD, Active, Surgery
Vine, Hugh S., MD, Active, Radiology
Vitale, Elizabeth L., Psy.D, Clinical Affiliate, Psychiatry
Vitale, Marie P., MD, Active, Internal Medicine
Vithala, Anil K., MD, Active, Internal Medicine
Vodoviskaia, Naiila, MD, Active, Internal Medicine
Volpe, Brett T., MD, Active, Pulmonary Medicine
Volpe, John P., MD, Active, Radiology
Voodarla, Anupama, MD, Active, Internal Medicine
Votto, Amanda F., PA-C, Adjunct, Medicine
Voytek, Theresa M., MD, Active, Pathology/Lab Medicine

W
Waberski, Witold M., MD, Active, Anesthesiology
Wabrek, Alan J., MD, DRph, Honorary, Obstetrics & Gynecology
Wagner, Joseph R., MD, Active, Urology
Wainscoat, Booth, DO; Active, Infectious Disease
Wakefield, Andrew E., MD, Active, Neurosurgery
Walden, Jeffrey H., MD, Active, Cardiology
Walden, Peter G., MD, Active, Ophthalmology
Walden-EI, Dawn D., PA-C, Adjunct, Medicine
Walker, Deborah A., APRN, Adjunct, Internal Medicine
Walker, Nelson C., MD, Active, Internal Medicine
Walker, Scott J., MD, Active, Internal Medicine
Wallace, Deborah, CRNA; Adjunct, Anesthesiology
Wallace, Keri A., MD, Active, Pediatrics
Walters, David L., MD; Courtesy, Surgery
Waltman, Irving, MD; Honorary, Surgery
Wand, Martin, MD, Active, Ophthalmology
Wang, Alicia, MD, Active, Pediatric Cardiology
Ward, Thomas P., MD, Active, Ophthalmology
Warner, Allen, MD, Honorary, Psychiatry
Warren, Matthew S., MD, Active, Pediatrics
Warrington, Amy B., PA-C, Adjunct, Orthopedics
Washburn, Carl F., MD, Active, Psychiatry
Wassynski, Christine M., APRN, Adjunct, Medicine
Watson, Carol L., MD; Active, Obstetrics & Gynecology
Watson, H. Kirk, MD, Active, Orthopedics
Wawrzyniak, Irene, APRN; Adjunct, Psychiatry
Weatherby, Susan L., CRNA; Adjunct, Anesthesiology
Weaver, Richard A., DO; Active, Anesthesiology
Weber, Elizabeth W., MD; Courtesy, Orthopedics
Weidner, Deborah A., MD, Consulting, Psychiatry
Weinreb, Steven L., MD, Active, Internal Medicine
Weinstein, Nancy J., MD, Active, Anesthesiology
Weinstein, Robert J., Ph.D; Consulting, Psychiatry
Weisburst, Mark R., MD; Honorary, Cardiology
Weiser, Jeffrey S., MD, Active, Gastroenterology
Weisman, Kenneth M., MD; Active, Urology
Weiss, Alyssa B., APRN, Adjunct, Neonatology
Weiss, Linda, DO; Active, Internal Medicine
Weiss, Richard G., MD; Courtesy, Pediatric Surgery
Welch, Edmund T., MD, Honorary, Anesthesiology
Welch, John P., MD, Active, Surgery
Wellner, Murray J., MD, Active, Internal Medicine
Wells, Jean, MD, Honorary, Pediatrics
Wells, Kenneth H., MD; Active, Anesthesiology
Welsh, D’Anna M., PA-C, Adjunct, Surgery
Wencker, Detlef, MD, Active, Cardiology
Werner, Herbert J., MD, Honorary, Pediatrics
West, Paul B., MD, Active, Internal Medicine
Wethered, Michelle C., PA-C, Adjunct, Neurosurgery
Weyman, Brett A., DDS, MD, Active, Oral-Maxillofacial Surgery
Wheeler, James M., PA-C, Adjunct, Emergency Medicine
Wheeler, Maynard B., MD, Honorary, Ophthalmology
Whitaker, Charles H., MD; Courtesy, Neurology
White, Edward J., MD; Courtesy, Surgery
Whitehead, David E., DDS, Courtesy, Dentistry
Whitehead, David E., MD, Honorary, Anesthesiology
Whitmore, Heather A., CRNA; Adjunct, Anesthesiology
Wickwire, James C., MD; Active, Anesthesiology
Wiebel, Joan H., APRN, Adjunct, Surgery
Wiese, Chester A., MD, Honorary, Surgery
Wilbert, Denise L., PA-C, Adjunct, Surgery
Wilcox, David S., MD, Honorary, Endocrinology
Wiley, Catherine C., MD; Active, Pediatrics
Wiley, James F., MD, MPH; Courtesy, Pediatric Emergency Medicine
Wilion, Felicia M., MD; Active, Pediatrics
Wilken, Joel L., DO; Active, Internal Medicine
Willets, Jenny A.; PA-C; Adjunct, Surgery
Williams, Merrilyn, MT, Adjunct, Medicine
Williams, Rebecca N.; MD, Active, Pathology/Lab Medicine
Willig, Robert S., MD; Consulting, Medicine
Winchester, Eugene A., MD, Active, Internal Medicine
Windels, Mary H., MD, Active, Vascular Surgery
Winnick, Frieda, APRN; Adjunct, Emergency Medicine
Winokur, Andrew, MD, Active, Psychiatry
Winters, Kristen E., DPM; Courtesy, Podiatry
Wiseman, Dana, MD, Active, Medicine
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
Wolpow, David W.; MD, Active, Internal Medicine
Wong, Jean F., MD, Active, Urology
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
Worgaftik, Brigittet P.; MD, Active, Obstetrics & Gynecology
Worthley, Catherine A.; APRN, Adjunct, Pediatrics
Waythaler, Melissa A.; DO, Courtesy, Neonatology
Wozniak, Margaret E.; MD, Active, Pulmonary Medicine
Wozniak, Zbigniew A.; MD, Active, Internal Medicine
Wright, Stephanie A.; MD, Active, Infectious Disease
Wrezinski, Tamara J.; MD, Active, Pediatrics
Wu, Amy C.; MD, Active, Pediatric Cardiology
MEDICAL STAFF

Y
Yannopoulos, Aris D., MD; Courtesy, Orthopedics
Yasuda, Thomas J., MD; Active, Anesthesiology
Yaylagul, John Y., DO; Active, Emergency Medicine
Yeston, Neil S., MD; Active, Surgical Critical Care
Yetil, Turgut, MD; Courtesy, Internal Medicine
Yi, Vanessa H., CRNA; Adjunct, Anesthesiology
York, Elihu, MD; Honorary, Medicine
Yost, Allison R., PA-C; Adjunct, Surgery
Youmans, 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, Obstetrics & Gynecology
Zaeem, Faisan S., MD; Internal Medicine
Zafian, Ruthann B., APRN; Adjunct, Cardiology
Zahedi, Sohrab, MD; Courtesy, Psychiatry
Zahner, Shawn D., DMD; Active, Dentistry
Zahradnik, Janet, MD; Courtesy, Orthopedics
Zakko, Salam F., MBChB; Courtesy, Gastroenterology
Zalneraitis, 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
Zeisler, Jonathan A., MD; Active, Obstetrics & Gynecology
Zeller, William W., MD; Honorary, Psychiatry
Zelman, Marvin, MD; Courtesy, Psychiatry
Zeman, Peter M., MD, Active, Psychiatry
Zentner, Arnold S., MD; Honorary, Psychiatry
Zhou, Xun C., MD; Active, Obstetrics & Gynecology
Zimmerman, David L., MD; Active, Radiology
Zimmerman, Jeffrey, Ph.D; Clinical Affiliate, Psychiatry
Zimmerman, Jessica L., MD; Active, Pediatrics
Zimmermann, Gordon A., MD; Active, Orthopedics
Ziegas, Barbara F., MD; Active, Pediatrics
Ziter, Fred M., MD; Honorary, Radiology
Zubkov, Bella, MD; Active, Medicine
ZuWallack, Alaine F., APRN; Adjunct, Medicine
Zweibel, Steven L., MD; Active, Cardiology
Zweig, Elliot C., MD; Active, Medicine
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 2010.

African American Affairs Commission
American Cancer Society
American Diabetes Association
American Heart Association
American Liver Foundation
American Lung Association
American Red Cross
Aurora Women & Girls Foundation
Brain Injury Association of Connecticut
Camp Courant
Capital Community College
Channel 3 Kids Camp
Children’s Museum
Chrysalis Center
City of Hartford Health & Human Services
Community Partners in Action
Connecticut AIDS Resource Coalition
Connecticut Breast Health Initiative
Connecticut Forums
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
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
La Academia Para los Padres
Leadership Greater Hartford
Life Choice
MADD
March of Dimes
Mary’s Place
Mended Hearts, Inc.
Mercy Housing & Shelter
MiCasa
National Kidney Foundation of Connecticut
National Lung Cancer Partnership
National Multiple Sclerosis Society
Nutmeg Big Brothers Big Sisters
Our Piece of the Pie
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

*partial listing
COMMUNITY INVOLVEMENT

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 Diagnosis
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

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
Asylum Hill Congregational Church
Avery Heights Senior Health Expo
Beauty from the Inside Out
Bethel African Methodist Episcopal Church
Camp Courant Health Day
Capitol Region Mental Health Center
Celebrate West Hartford
Charter Oak
City of Hartford Employee Health and Wellness Fair
City of Hartford Health Department
Healthy Women, Beautiful Women Wellness Fair
Colt Defense
Community Health & Fitness Fair
Community Resource Fair
DAF
Diabetes Expo
Elm Senior Center Health Fair
Executive Square House Senior/Disabled Faith Assembly of God Family Recreational Family Worship Center Fire and Safety Day with Hartford Fire Department First Baptist Church Wellness Fair
First Cathedral
First Church of the Nazarene
Global Youth Day
Gloria Dei Lutheran Church
Goodwin College
Governor’s Committee on Physical Fitness
Grace Worship Center Church Fair
Hartford First Church of Nazarene Annual Gospel Festival
Hartford Marathon Foundation
Hartford Step Off & Health Expo

Health and Wellness Event hosted by Elizabeth Evans, MD Hispanic Health Council Holiday Fair with State Rep Minnie Gonzalez Hope Point Charities Martin Luther King Day Celebration HPL – Immigrant Welcome Event LEVAS (Lift Every Voice and Sing) Wellness Fair Mi Casa Mount Olive Church Ministries Wellness Fair Multicultural Health Fair at Pope Park Muslim Coalition of CT NBC 30 Health and Wellness Festival Northend Senior Center Phillips Metropolitan CME Church Sanctuary of Faith and Glory Church – Friends and Family Day SINA Community Career and Spanish American Merchants Association St. Anne Immaculate Conception Church Strawberry Festival Thirman Milner School Trauma After Care Fall Gathering Underwood Apartments Elderly Complex Wellness Fair United States Postal Service UPS Wellness Fair Urban League of Greater Hartford Carnival Day Upper Albany/Main Street Weaver High School Health Fair West End Community Services Health Fair West Hartford Senior Center Wellness Fair When Mama’s Happy, Everyone is Happy Windsor Locks Town Hall Women’s Expo at Indian Hills

*partial listing
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.

VALUES

> INTEGRITY
  We do the right thing
> CARING
  We do the kind thing
> EXCELLENCE
  We do the best thing
> SAFETY
  We do the safe thing
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
100 Hazard Ave., Enfield, CT 06082

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 Blvd., Glastonbury, CT 06033
Glastonbury Surgery Center
195 Eastern Blvd., 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