1. Welcome

Constant innovation is the hallmark of medicine. The vast body of knowledge physicians and surgeons draw upon today is the result of centuries of work by medical pioneers determined to discover better ways to heal injuries and cure disease.

This process of innovation is never-ending. Advances in medicine take place every day. Good hospitals try to keep up. Great hospitals, like Hartford Hospital, go beyond that—introducing, anticipating and building on advances to ensure that their patients always receive the finest care available.

As you’ll see in these pages, Hartford Hospital is committed to providing this “beyond advanced” level of care. Whether it’s a new technique, a breakthrough technology or a superior approach to diagnosis and treatment, if an innovation will benefit patients, you’ll find it at Hartford Hospital.

Beyond advanced care. That’s the hallmark of Hartford Hospital.

— Jeffrey Flaks, President and Chief Executive Officer
2. Hartford Hospital is a nationally recognized leader in cardiac care, with capabilities that go beyond advanced to heal, support and even replace ailing hearts.

5. With 1,500 procedures a year, ours is the busiest Cath Lab in the state.

3. Stent expansion by balloon during a coronary angioplasty.

6. Mending Hearts Without Surgery

4. This year, Hartford Hospital performed its 5,000th robotic surgery.

Hartford Hospital is the first and only hospital in the region to offer a breakthrough procedure called transcatheter aortic valve replacement, or TAVR. TAVR is a minimally invasive procedure for replacing diseased aortic valves in patients who are not well enough for open heart surgery.

TAVR offers new hope to these patients. The procedure requires only a small incision in a blood vessel of the leg. Our specialized medical team then guides a small catheter through the blood vessels and into the heart, where they put a prosthetic aortic valve in place. Patients feel better right away and are home within days. Best of all, they can look forward to a longer, healthier life.

We perform more TAVR procedures than any other hospital in Connecticut.
Robotic ablation is used to correct abnormal heart rhythms. Hartford Hospital has taken this beyond advanced with the use of the Hansen Sensei® X Robotic Catheter System. We were the first hospital between New York and Boston to acquire the system, which makes ablation incredibly precise. With this advanced technology, our cardiac rhythm specialists can readily eradicate only the problem cells, while leaving healthy ones untouched. Plus, robotic ablation reduces X-ray exposure and scarring, and lets patients get on with their lives more quickly.

Hartford Hospital recently became the first in the United States to place a right ventricular Impella device—a “mini-heart”—in a patient in shock from right ventricular infarction. The surgery had been performed only eight times worldwide.

Hartford Hospital performed the state’s first successful heart transplant in 1984 and continues to be at the forefront of this life-saving field, expertly performing more heart transplants than any other Connecticut hospital. Our Heart Transplant Program received broad media attention this year when 24-year-old patient Colby Salerno wrote about his 10-month wait for an organ donor match in his acclaimed blog Tales from the 10th Floor.
10. **Exploring Cancer’s Genetic Roots**

Hartford Hospital is at the forefront of efforts to unlock the genetic secrets of cancer. Our Helen & Harry Gray Cancer Center is collaborating with the world-renowned H. Lee Moffitt Cancer Center to analyze tumor specimens for unique genetic “fingerprints” that may lead to personalized therapies. This year, the cancer center was also selected to join The Cancer Genome Atlas, an international network of research institutions using genome analysis technologies to explore the entire spectrum of genomic changes involved in human cancer. The knowledge gained from these projects may radically transform science’s understanding of cancer and lead to more effective ways to prevent, diagnose and treat this complex disease.

11. By making charitable gifts, thousands of individuals, corporations and foundations have helped Hartford Hospital provide care that is beyond advanced. Fiscal year 2012 was the strongest year for philanthropic support since 2001 with nearly $17 million raised in gifts and new pledges. In the Helen & Harry Gray Cancer Center alone, gifts keep the mobile mammography van on the road, support important research studies and educational programs and finance capital advancements that otherwise might not be possible. The spirit of philanthropy continued to thrive in 2012, allowing us to achieve results that were truly beyond advanced.

12. **New England’s First American Cancer Society Patient Navigator**

13. **Our Helen & Harry Gray Cancer Center was the first center in the Northeast and one of only 21 in the country taking part in the National Cancer Institute Community Cancer Centers Program.**
Hartford Hospital was the first in Connecticut to use the Trilogy™ Stereotactic System—next-generation image-guided radiation technology that precisely targets and treats even the smallest tumors while leaving healthy tissue untouched.

This year, Hartford Hospital introduced the region’s only all-digital mobile mammography vehicle. The new vehicle makes breast screenings and education available to women who might not otherwise have access to them.

Numerous clinical trials give patients access to cutting-edge treatments.

Helen & Harry Gray Cancer Center sees more than 100,000 patients annually.

State-of-the-Art Mobile Mammography Vehicle

15. Targeting Even the Tiniest Tumors

Hartford Hospital was the first in Connecticut to use the Trilogy™ Stereotactic System—next-generation image-guided radiation technology that precisely targets and treats even the smallest tumors while leaving healthy tissue untouched.
We were the first hospital in Connecticut and the 28th in the nation to be named Baby-Friendly by Baby-Friendly USA, an initiative of the World Health Organization and UNICEF.

18. Extensive Experience

We deliver nearly 4,000 babies every year, and we do it exceptionally well. Our Special Deliveries Unit is dedicated to making each baby’s real “birth day” comfortable and memorable. In our warm, home-like atmosphere, we treat each mother and partner with kindness and respect, while using best practices focused on a safe delivery and a healthy newborn. Anesthesiologists specializing in obstetrics are on hand 24/7 if needed. And once baby arrives, specialists are right here to provide all the expert care he or she may require.

19. Our free, downloadable MomMe app helps simplify life for expectant parents or those planning to start a family. Users can calculate fertility windows, get appointment reminders, time contractions—and even keep track of feedings and diaper changes once the new baby’s at home. Learn more at mommeapp.com.
Our Women’s Health specialists have extensive experience performing minimally invasive procedures using state-of-the-art robotic technology, which is used for a range of procedures, including hysterectomy, gynecologic cancer treatment, pelvic organ prolapse and more. For patients, that means less trauma, blood loss and pain—and a much faster recovery, so women can get on with their lives.

U.S. News & World Report ranks Hartford Hospital #1 in the region for gynecology.

With 98 percent accuracy, a noninvasive, cell-free fetal DNA blood test known as MaterniT21 can often eliminate the need for invasive amniocentesis.
24. The most inpatient spinal procedures of any hospital in the region.

25. Comprehensive diagnosis and treatment—surgical and nonsurgical.
26. Spine surgery is safer, speedier and more effective with the revolutionary O-arm® Surgical Imaging System, and Hartford Hospital is one of the only centers in the region to offer it. O-arm technology gives surgeons a 3-D image of the spine during surgery. That means unprecedented accuracy in locating and fixing the problem, while avoiding damage to surrounding tissue. For patients, O-arm means shorter, safer surgeries, less trauma and—because precise hardware placement can be verified immediately—less chance of needing additional surgeries.

27. Unique Approach

Hartford Hospital’s Spine Center is one of only a few nationwide where two key disciplines—orthopedics and neurosurgery—collaborate to develop each patient’s treatment plan.

28. The only hospital in the state awarded The Joint Commission’s Gold Seal of Approval for spine surgery. And the only hospital in New England to receive The Joint Commission’s Gold Seal of Approval for both Joint and Spine Centers.

29. 26 newly remodeled private rooms.
30. More than 11,000 joint replacements and counting.

31. Patients recover and rehab all in one dedicated unit, staffed by nurses specializing in orthopedics.

32. We pioneered hip replacement in Connecticut.

33. Only Northeast hospital certified by the Joint Commission for all three—hip, knee and shoulder—joint replacements.
34. Complete Mobility Solutions

Hartford Hospital’s Joint Center offers a full range of treatments to relieve pain, restore mobility and help patients enjoy life again. Many involve no surgery at all. Some require only tiny incisions. Hip resurfacing, a technique only select hospitals offer, can be a good alternative to total hip replacement for some patients. And when the best solution is total joint replacement, Hartford Hospital has all the expertise and resources to give patients an easy experience and superior results.

35. Mobility 2012

A patient-focused celebration of improved mobility.
36. **SpyGlass™ Sees All**

Tumors and other abnormalities in the digestive organs—even in the tiniest bile ducts—can’t hide from SpyGlass technology. The system’s 6,000-pixel fiber optic probe conveys clear ultrasound images to a computer screen. With SpyGlass, doctors can diagnose illness and target exact sites for biopsy. They can even eliminate the need for surgery by using “shockwaves” to break up gallstones.

37. **One of the first in the nation to provide anti–tumor necrosis factor (TNF) therapy, a revolutionary treatment for inflammatory bowel disease.**

38. **This year we became the first in the state to perform an innovative endoscopic surgical procedure that helps patients lose weight regained after gastric bypass surgery. And we’re proud that both the American Society of Metabolic and Bariatric Surgery and the American College of Surgeons have designated Hartford Hospital as a Bariatric Surgery Center of Excellence.**
A Surgical Milestone

Stopping Cancer Before It Starts

What many people call “heartburn” is often actually gastroesophageal reflux disease, or GERD. Left untreated, GERD can cause a dangerous, precancerous condition called Barrett’s esophagus. It used to require surgery. But at Hartford Hospital, doctors use sophisticated radiofrequency ablation to cure Barrett’s esophagus and eliminate the risk of esophageal cancer. The technique is available at only a handful of the nation’s best hospitals.

A Hartford Hospital team this year became the first in Connecticut to perform single-incision, robot-assisted gallbladder surgery using a technique recently approved by the U.S. Food and Drug Administration.
42. We are the first in Connecticut to use the revolutionary Solitaire™ FR revascularization device. This breakthrough mechanical tool retrieves clots from the brains of patients experiencing acute ischemic (clot-induced) stroke, the most common type of stroke.

43. Hartford Hospital’s beyond advanced stroke expertise has earned top honors from the country’s most prestigious health care organizations.
Hartford Hospital’s Stroke Center provides a full continuum of care for stroke and other disorders of the neurovascular system.

46. Hartford Hospital treats more strokes than all other Connecticut hospitals combined.

47. We were the first hospital in New England to use the recently FDA-approved Pipeline™ Embolization Device to treat large brain aneurysms. Aneurysms—bulges in the walls of the brain’s blood vessels—can rupture, causing stroke, bleeding or even death. Using a minimally invasive technique, Hartford Hospital doctors place the Pipeline device in front of the aneurysm. Once in place, the device shuts off blood flow to the aneurysm, reduces dangerous pressure on the weakened blood vessel and gradually shrinks the aneurysm.

48. “Coiling” is another minimally invasive technique Hartford Hospital doctors frequently use to treat aneurysms. The aneurysm is filled with tiny metal coils, which can promote clotting and close off the bulge.
49. Our Executive Leadership Team

From left to right:

Stuart K. Markowitz, MD
Vice President,
Chief Medical Officer

Douglas G. Elliot
Chair,
Board of Directors

Cheryl Ficara, RN, MS
Vice President,
Patient Care Services

Jeffrey A. Flaks
President,
Chief Executive Officer
50. A Message to the Community

Several years ago the people of Hartford Hospital embarked on a transformative journey. The goal of that journey was to pursue unsurpassed excellence in every respect—safety, quality, patient satisfaction, financial performance, infrastructure and more. While our journey to excellence is by its nature never-ending, this fiscal year saw countless examples of what we have achieved together so far.

Many of those examples are highlighted in the pages of this report. They include our acquisition and expert use of the most advanced medical technology, as well as our introduction—regionally and even nationally—of innovative procedures that save lives and improve health. All underscore our commitment to staying at the leading edge of medical science. In the hands of our accomplished and compassionate practitioners, leading-edge knowledge and technology ensure superlative care for even the most complicated medical conditions.

Providing care of that caliber requires substantial financial resources. Like other hospitals, we continue to deal with the financial challenges posed by state and federal budget cuts and sweeping new regulations. Through our H3W quality improvement process, which involves every staff member, and through collaboration with other Hartford HealthCare partners, we worked to identify ways to reduce costs and increase efficiency so as to make the most of every precious health care dollar. Our efforts enabled the hospital to finish the year on stable financial ground, with a healthy 4.9 percent operating margin.

You’ll find other highlights from the year on the next page, and we hope you’ll take the time to review them. They tell a wonderful story about the passion and commitment of our clinicians and staff and how smart, dedicated people working together toward the same goals can achieve extraordinary results.

Many thanks to all those who made these achievements possible. It is a privilege to journey by your side.

Douglas G. Elliot
Chair, Board of Directors

Jeffrey A. Flaks
President and Chief Executive Officer
51. Highlights of 2012 Accomplishments

Quality/Patient Safety
• Achieved a 36 percent reduction in ventilator-associated pneumonias in 2012
• Sustained best practice levels in bloodstream infections and patient fall prevention
• Decreased cardiac arrest deaths by 57 percent overall since 2007

Operational Excellence
• Achieved highest-ever overall patient satisfaction top box scores
• Surpassed 7,200 total H3W work group ideas generated and 2,984 ideas implemented

Operational Improvements
• Instituted a caregiver identification program assigning distinct colored uniforms for staff with patient contact, supported by a new dress code and professional image policy
• Realized $25 million in cost reduction through HHC Thrive, a Hartford HealthCare (HHC) systemwide effort to strengthen and prepare HHC for the future

Transplant Program
• Performed first liver transplant after an eight-month hiatus and brought transplant volume to above pre-hiatus levels
• On Feb. 27, six patients received the gift of life from a single organ donor; three of the organ transplantations were performed simultaneously

Robotic Surgery
• 5,000th robotic surgery was performed on February 2, 2012
• Selected as Center of Excellence for the Sensei® X Robotic Catheter System by Hansen Medical Inc., a global leader in flexible robotics

Center for Education, Simulation and Innovation (CESI)
• Nearly 6,000 individuals, including more than 2,000 physicians from throughout Connecticut and the country, trained at CESI in 2012
• Received $15 million from Connecticut Department of Economic Development to expand CESI
• Israel’s Emergency Medical System (Magen David Adom) selected CESI as mini-fellowship training site for in-air medical transport

Facility Enhancements
• Opened expanded Emergency Department with 26 new treatment spaces and enhanced features

Regional Expansion
• Henry Low Heart Center Department of Cardiac Surgery moved to new suite in Medical Office Building to build exposure to cardiac program
• Established new ambulatory satellite in Avon—HH Family Health Center—featuring walk-in center and multiple specialists
• Re-launched Enfield Family Health Center—providing walk-in, urgent care seven days a week and increased access to primary care and surgical consultations
• Moved Sleep Disorder Center from hospital to Wethersfield to provide comprehensive services in a convenient setting

Physician Recruitment
• Recruited new Chief of Cardiovascular Surgery, nationally renowned Robert Hagberg, MD

Philanthropy
• With nearly $17 million raised in gifts and new pledges, 2012 was the strongest year since 2001
• Received $5 million commitment for The Tallwood Urology and Kidney Institute
• A $2 million bequest for Community Access to Care Fund

Awards/Recognitions
• Ranked No. 1 in Hartford metro area by U.S. News & World Report and recognized as one of the Best U.S. Hospitals
• Named one of nation’s “Most Wired” hospitals for the sixth consecutive year
• Earned Joint Commission Gold Seal of Approval for Spine and Joint Center programs – one of only three certified spine surgery programs in New England
• Health Grades Honors:
  – Named among top 100 hospitals in the United States
  – One of 263 medical facilities nationwide to earn “Distinguished Hospital for Clinical Excellence” in 2012
  – Awarded Neurosciences Excellence Award™, Neurosurgery Excellence Award™ and Stroke Care Excellence Award™ for 2012

• Began development of six-bed level IV Epilepsy Center, positioning hospital as select provider of comprehensive epilepsy services for central and eastern Connecticut
• Held topping-off ceremony for construction of $40 million staff parking garage that added 1,250 parking spaces in January 2013
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)

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

- 2011
- 2012

---

**Heart Failures**
(percentage compliance)

- 2011
- 2012

---

**Surgical Care Infection Program (SCIP)**
(percentage compliance)

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

- 2011
- 2012
53. Clinical Team of the Year: Medicine, Oncology and IV Therapy Nursing Team

The Clinical Team of the Year brought more than 450 staff members together from throughout the hospital to develop new policies and procedures that are focused on improving patient outcomes. Their results led to a decrease in re-admissions and length of stay; reduced mortality; decreased bloodstream infections; decreased ventilator-associated pneumonia; improved workflow and safety, including formalized staff communications focused on best practices in the delivery of care; and increased HCAHPS scores. The Medicine, Oncology and IV Therapy Nursing Team efforts in 2012 significantly improved the quality of care provided to those we serve.

54. Clinical Support Team of the Year: Planning & Marketing Department

The Clinical Support Team of the Year utilized extensive market research about what matters most to the people we serve, to develop Hartford Hospital’s “Beyond Advanced” marketing and public relations campaign. The result was that while hospitals across the state lost volume in 2012, Hartford Hospital gained volume. In addition to effectively using social media and community outreach initiatives to engage patients, the Planning & Marketing team was pivotal to the hospital receiving national and international media recognition, including expert coverage in The Wall Street Journal, USA Today, “NY Med” (ABC) and “The Doctors” (Fox).
The 7,000-member staff of Hartford Hospital honors our co-worker, Randy Baggoo, who embodies our commitment to our patients, their families and our community. He lives our values of caring, safety, excellence and integrity every day. Randy, an environmental services aide, was named Hartford Hospital’s 2013 Employee of the Year. He has worked at Hartford Hospital since 2005. Born in Trinidad, Randy attended Fatima College in the Caribbean, and came to the United States in 1998. As a member of the HCAHPS (Hospital Consumer Assessment of Healthcare Providers and Systems) committee for two years, Randy has worked to improve patient satisfaction by promoting employee friendliness, institutional cleanliness and improved bed turnaround time. He believes all staff members can have a positive impact on patient satisfaction. “Randy embodies our values every day and is an inspiration to his fellow staff members across Hartford Hospital,” said Jeffrey A. Flaks, President & Chief Executive Officer, Hartford Hospital.
## Consolidated Balance Sheet

**September 30, 2012**

### Assets

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and short-term investments</td>
<td>90,420,865</td>
<td>64,109,337</td>
</tr>
<tr>
<td>Accounts receivable, less allowance for doubtful accounts</td>
<td>151,801,702</td>
<td>125,443,406</td>
</tr>
<tr>
<td>Other current assets</td>
<td>63,367,615</td>
<td>56,334,849</td>
</tr>
<tr>
<td><strong>Total current assets</strong></td>
<td>305,590,182</td>
<td>245,887,592</td>
</tr>
<tr>
<td>Restricted and unrestricted investments</td>
<td>492,144,495</td>
<td>453,113,811</td>
</tr>
<tr>
<td>Funds held in trust by others</td>
<td>130,076,878</td>
<td>115,839,220</td>
</tr>
<tr>
<td>Other assets</td>
<td>93,329,541</td>
<td>81,481,163</td>
</tr>
<tr>
<td>Property, plant and equipment net of accumulated depreciation</td>
<td>368,556,833</td>
<td>325,855,972</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td>1,389,697,929</td>
<td>1,222,177,758</td>
</tr>
</tbody>
</table>

### Liabilities and Net Assets

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts payable</td>
<td>27,220,741</td>
<td>19,685,830</td>
</tr>
<tr>
<td>Salaries, wages, payroll taxes and amounts withheld from employees</td>
<td>21,692,976</td>
<td>18,652,603</td>
</tr>
<tr>
<td>Other current liabilities</td>
<td>120,316,179</td>
<td>82,612,858</td>
</tr>
<tr>
<td><strong>Total current liabilities</strong></td>
<td>169,229,896</td>
<td>120,951,291</td>
</tr>
<tr>
<td>Accrued pension and other liabilities</td>
<td>407,992,906</td>
<td>347,324,571</td>
</tr>
<tr>
<td>Bonds payable</td>
<td>188,810,879</td>
<td>191,588,806</td>
</tr>
<tr>
<td>Net assets</td>
<td>623,664,248</td>
<td>562,313,090</td>
</tr>
<tr>
<td><strong>Total liabilities and net assets</strong></td>
<td>1,389,697,929</td>
<td>1,222,177,758</td>
</tr>
</tbody>
</table>
57. Revenue and Expenses
September 30, 2012

Revenue
September 30, 2012

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net revenue from services to patients</td>
<td>926,633,051</td>
<td>853,959,278</td>
</tr>
<tr>
<td>Other revenues</td>
<td>172,515,114</td>
<td>131,417,344</td>
</tr>
<tr>
<td>Bad debts</td>
<td>(22,645,968)</td>
<td>(12,919,784)</td>
</tr>
<tr>
<td><strong>Total revenues</strong></td>
<td><strong>1,076,502,197</strong></td>
<td><strong>972,456,838</strong></td>
</tr>
</tbody>
</table>

Expense

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries</td>
<td>452,952,481</td>
<td>433,339,431</td>
</tr>
<tr>
<td>Employee benefits</td>
<td>151,560,400</td>
<td>128,868,720</td>
</tr>
<tr>
<td>Supplies</td>
<td>202,770,420</td>
<td>185,496,450</td>
</tr>
<tr>
<td>Purchased services</td>
<td>165,509,618</td>
<td>157,979,941</td>
</tr>
<tr>
<td>Depreciation and amortization</td>
<td>46,693,027</td>
<td>43,924,697</td>
</tr>
<tr>
<td>Interest expense</td>
<td>4,517,043</td>
<td>1,556,400</td>
</tr>
<tr>
<td><strong>Total expenses</strong></td>
<td><strong>1,024,002,989</strong></td>
<td><strong>951,165,639</strong></td>
</tr>
<tr>
<td>Gain/(loss) from operations</td>
<td>52,499,208</td>
<td>21,291,199</td>
</tr>
</tbody>
</table>

MEDICARE & MANAGED MEDICARE

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medicare &amp; Managed Medicare Medicaid &amp; Other Government</td>
<td>1,000,536,956</td>
<td>899,185,521</td>
</tr>
<tr>
<td>Medicaid Managed Care</td>
<td>403,661,903</td>
<td>301,276,014</td>
</tr>
<tr>
<td>Managed Care</td>
<td>22,658,876</td>
<td>89,029,979</td>
</tr>
<tr>
<td>Insurance &amp; Other</td>
<td>729,799,246</td>
<td>677,344,249</td>
</tr>
<tr>
<td><strong>Gross revenue</strong></td>
<td><strong>2,255,761,188</strong></td>
<td><strong>2,049,319,284</strong></td>
</tr>
</tbody>
</table>

Gross Revenues (in percentage)

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medicare &amp; Managed Medicare Medicaid &amp; Other Government</td>
<td>44.36%</td>
<td>43.88%</td>
</tr>
<tr>
<td>Medicaid Managed Care</td>
<td>14.7%</td>
<td>14.7%</td>
</tr>
<tr>
<td>Managed Care</td>
<td>32.35%</td>
<td>33.05%</td>
</tr>
<tr>
<td>Insurance &amp; Other</td>
<td>4.39%</td>
<td>4.03%</td>
</tr>
</tbody>
</table>

Total Expenses (in percentage)

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries</td>
<td>43.28%</td>
<td>44.55%</td>
</tr>
<tr>
<td>Employee Benefits</td>
<td>14.48%</td>
<td>13.37%</td>
</tr>
<tr>
<td>Supplies</td>
<td>19.37%</td>
<td>19.24%</td>
</tr>
<tr>
<td>Purchased services</td>
<td>15.81%</td>
<td>16.39%</td>
</tr>
<tr>
<td>Depreciation &amp; Amortization</td>
<td>4.46%</td>
<td>4.51%</td>
</tr>
<tr>
<td>Bad debts</td>
<td>0.43%</td>
<td>0.43%</td>
</tr>
<tr>
<td>Interest expense</td>
<td>0.16%</td>
<td>0.16%</td>
</tr>
</tbody>
</table>
58. Statistical Highlights

- **Discharges**: 41,251 (2012) vs. 40,674 (2011)
- **Patient Days**: 233,332 (2012) vs. 223,555 (2011)
- **Average Length of Stay (in days)**: 5.66 (2012) vs. 5.50 (2011)

- **Emergency Room Visits**: 99,811 (2012) vs. 95,567 (2011)
- **Total Surgeries**: 36,584 (2012) vs. 32,783 (2011)
- **Births**: 3,605 (2012) vs. 3,760 (2011)
- **Outpatient Visits**: 98,553 (2012) vs. 95,181 (2011)
59. Community Benefit

Total Community Benefit for 2012

$90,622,320

- Health Professions Education: $34,759,867
- Medicaid Shortfall: $20,323,190
- Research: $12,844,711
- Charity Care: $8,368,383
- Community Health Improvement Services: $5,864,619
- Subsidized Health Services: $3,929,134
- Financial and In-Kind contributions: $3,397,543
- Community Building Activities: $813,926
- Community Benefit Operations: $320,947
60. Board of Directors
September 30, 2012

Douglas G. Elliot, Chair
Gregory E. Deavens
Joseph C. Henry
Gregory M. Jones
Roger R. Klene
James M. Loree
David R. McHale
Jarrod B. Post, MD
Magdalena Rodriguez
Andrew L. Salner, MD
Westley V. Thompson

Ex-officio:
Jeffrey A. Flaks
Stacy R. Nerenstone, MD
Jeffry L. Nestler, MD

61. Board of Governors
September 30, 2012

Ramani Ayer
Stewart W. Beckett, III, DVM *
Michael P. Botelho *
James E. Bowers
Stanley Cohen
Mary Crary
H. David Crombie, MD
Gregory E. Deavens
Douglas G. Elliot
James F. English
Laura R. Estes
Donald R. Frahm
Marilda L. Gándara
Robert B. Goode, Jr.
Helen B. Gray
Dennis F. Hardcastle
William B. Henry, MD
Marcia L. Hincks
Ross H. Hollander
Cornelia Hull
Gregory Jones

Judith M. Keppelman
Michael Z. Lazor, MD
Brian W. MacLean
Rolando Martinez
David J. McQuade
Merrily Gengras Moynihan
Daniel M. Neiditz
JoAnn Price
Claire M. Pryor
Richard P. Roberts *
Magdalena Rodriguez
Alfred R. Rogers
Susan Rottner
Andrew L. Salner, MD
Frances Seymour
Paul R. C. Sullivan, MD
DeRoy C. Thomas
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Vice President, Cancer Program

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**Nursing Leadership**

**Cardiology / Cardiac Surgery**
Karen Habig, RN, MS

**Care Continuum**
Beth Lawlor, RN, BSN, MS, CCM, CPUM, NEA-BC

**Clinical Informatics**
Sue Marino, RN, MS

**Emergency Services / Life Star**
Danette Alexander, RN, MSN, NEA-BC

**Medicine / Oncology**
Michael Davis, RN, BSN, MBA, NEA-BC

**Neurosurgery / Neurology / Trauma / Orthopedics**
Maria Tackett, RN, Ed.D, CCRN, CEN

**Nursing Finance**
Amy Albano, RN, MBA, FACHE

**Professional Development and Performance Improvement**
Gail Nelson, RN, MS, NEA-BC

**Psychiatry**
Ellen Blair, APRN, NEA-BC

**Surgery / Transplant / Dialysis**
Cathy Yavinsky, RN, MS, NEA-BC

**Women’s Health and Ambulatory Care Services**
Janice Cousino, RNC, MSN, CNS
### 63. Corporators  September 30, 2012

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<td>Martha Isham Cone Free Bed Fund i/m/o Lillian C. Cone*</td>
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<td>Rev. Stephen Henry and Helen Woodward Granberry Free Bed Fund*</td>
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<td>Ella Grasso Scholarship Fund</td>
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<td>The Neil J. Grey, M.D. Fund for Diabetes</td>
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Dwight Griswold Lectureship Fund
Frank L. and Agnes E. Griswold Fund
Christine J. Haas Fund
Hannah S. and William P. Haas Fund
George Hall Fund No. 1*
George Hall Fund No. 2*
Harriet Hall Fund
Joseph T. Hall Fund
Margaret J. Hall Free Bed Fund*
Edith May Hart Free Bed Fund*
Emma May Hart Fund*
Ferdinand Austin Hart Free Bed Fund*
Harold and Ethel Hart Endowment Fund
Hartford Archdeaconry, Children's Cot Fund*
Norman Hendensted Fund
Edward P. Hickmott Free Bed Fund*
Elisha E. Hilliard Fund
Albertus S. Hills Fund*
Hills Fund u/w/o Carrie E. Hills Knight
Frederick W. Hills Fund*
J. Coolidge Hills, Ellery Hills and Nancy H. Hills Fund*
Drayton Hillyer Fund*
Mrs. Henry P. Hitchcock Free Bed Fund*
Harold G. Holcombe Fund*
Jane Holton Memorial Fund
Edward Williams Hooker Free Bed Fund*
Hospital Social Service Fund
Edmund G. Howe, William J. Wood and Frances Howe Wood Fund
Charles L. Hubbard Fund
Lucius E. Humphrey and Grace H. Humphrey Fund
Newman Hungerford Fund No.1*
Newman Hungerford Free Bed Fund No.2*
Newman Hungerford Free Bed Fund No.3*
Institute of Living Endowment Fund
Jefferson House Good Samaritan Fund
Charles A. Jewell Free Bed Fund*
Lyman B. Jewell Fund
Katherine W. Johnson Fund
The Jonathan Lodge #66 I.O.O.F. and Jonathan Welfare Society Endowment Fund
Jennie C. Jones Memorial Fund
Edwin B. Judd Fund
Junior League of Hartford Free Bed Fund*
Keney Fund*
Mary J. Keney Fund
Edith and Will Kingsbury Fund
George W. Klett Fund
Robert C. and Leonice M. Knox Fund
Henry Kohn Free Bed Fund
i/m/o Richard Case Kohn
Herman P. Kopplemann Fund
Dr. John C. Leonard Fund
Hyman Levine Fund
James M. Linton Fund
Marilyn Lippman Memorial Fund
Susan E. Lyon Memorial Fund
Morris and Edith Mancoll Fund
Augusta M. Manning Free Bed Fund*
Edith Oakley Martin Fund
u/w/o Richard P. Martin
Roland Mather Permanent Fund of the Hartford Hospital
Francis T. Maxwell Fund
Dr. John Butler McCook Memorial Fund
William B. McCray Fund*
Harriett Rowley McKown Fund
Juliette McLean Free Bed Fund*
George J. Mead Fund
Charles B. Miller Free Bed Fund*
Emma F. Miller Free Bed Fund*
Maria L. Moody and Bertram E. Moody Fund for Palliative Care
Henry K. Morgan Fund
Junius S. Morgan Fund
William D. Morgan Fund
Grace Root Morris Fund
Arnold Henry Moses Fund
John C. Niblack Trauma Support Endowment Fund
Frederick L. Nichols Endocrine Fund
Charles N. Northam Fund*
May Rockwell Page Fund
Donato Palermino, M.D. Endowment Fund
Emma L. Parsons Fund*
Emily M.W. Peabody Free Bed Fund*
Julia Ripley Pember Free Bed Fund u/w/o Chauncey Pember*
Mrs. George C. Perkins Free Bed Fund*
Gertrude S. Perkins Free Bed Fund*
Lucy Adams Perkins Fund
Permanent Fund
Charles and Elsie Sykes Phelps Free Bed Fund*
Guy R. Phelps Fund
Clara Piester Fund u/w/o Everett Piester
Ralph and Lula Pinney Fund
The Charles Polivy, MD, Surgical Education Fund
Charles F. Pond Free Bed Fund*
Caroline E. Porter Free Bed Fund*
Eliza Storrs Porter Free Bed Fund*
John Porter and Caroline E. Porter Fund
Camilla Jillson Potter Free Bed Fund*
Samuel O. Prentice Free Bed Fund*
William H. Putnam Research Fund
Ludwig J. Pyrtek, MD Chair Fund
Barbara Coles Ralphson Endowment Fund
M. Katherine Reis Free Bed Fund*
The Ned C. and Janet C. Rice Fund for Excellence
Edith Kerr Richards Memorial Fund*
Herrick C. Ridlon, MD Fund
Charles C. and Emily Cheney Riley Fund
Sophia S. Risley Fund No.1
Sophia S. Risley Fund No.2
Elvira Evans Roberts Free Bed Fund*
Edward K. Root Fund
Edward King Root Maintenance Fund
Judson H. Root Free Bed Fund*
Lewis P. Roraback Fund
G. Gardiner Russell Fund
Ada Gilbert Russell Fund*
Mary I. B. Russell Fund*
William C. Russell Social Welfare Fund*
William C. Russell and Ada G. Russell Free Bed Fund*
William A. Sanborn Free Bed Fund
School of Nursing Endowment Fund*
Schizophrenia Treatment Fund
William G. Sexton Fund
Lois and Howard Siegel Endowed Fund for Nursing Excellence
Clayton H. Smart Fund for Diabetes
Ellen T. Smith Free Bed Fund*
Olcott and Lucy Smith Research Fund
Dr. Oliver C. Smith Fund No. 1*
Dr. Oliver C. Smith Fund No. 2
Dr. Oliver C. Smith Fund No. 3
W. Leslie Smith, MD Fund
Joseph S. and Margaret A. Stackpole Fund
Staff Memorial Fund
Hannah Marcy Starr Free Bed Fund*
Melancthon Storrs Fund u/w/o Gertrude S. Perkins
Mary Mulready Sullivan Symposium Endowment Fund
Frank C. Sumner Fund
Alice Taintor Free Bed Fund*
The Taylor Fund
Madeline Murphy Taylor Fund
Isham Terry Fund*
Oliver Grant Terry and Amelia Smith Terry Fund u/w/o Mary A. Terry
Gertrude D.S. Thompson Free Bed Fund*
Hartwell G. Thompson Fund
James M. Thomson Free Bed Fund*
Thrift Shop Nursing Education Fund
Dr. Ralph M. Tovell Fund
Nancy and Bill Trachsel Fund
The Truex Family Fund for Community Service
Grace Tuttle Fund u/w/o Sarah Tuttle and u/w/o William F. Tuttle
Jane Tuttle Free Bed Fund for Nurses, etc.*
Miles A. Tuttle Free Bed Fund*
Sarah Tuttle Free Bed Fund u/w/o Jane Tuttle*
William F. Tuttle Free Bed Fund u/coditio to Will of Jane Tuttle*
William F. Tuttle Free Bed Fund u/w/o Jane Tuttle*
Kate G. Tyler Fund
H. Whitney Tyler Fund
Bernadette Warren Fund
Nathan M. Waterman Free Bed Fund*
Ellen M. Watkinson Trust Fund*
Arne Welhaven Memorial Library Fund
Cassius Welles and Susie Russell Welles Fund u/w/o William C. Russell
Mary A. Whaples Fund*
Frank L. Wilcox Free Bed Fund*
Wildwood Sanatorium Investment Fund
Elizabeth W. Williams Free Bed Fund*
Eugene Phillips Williams Fund*
Josephine Williams Estate Fund i/n/o Lyman B. Jewell
Josephine Williams Trust Fund
Hattie Johnson Wilson Free Bed Fund*
Robert J. Winkler Endowment Fund
Solomon and Katie Wohl Free Bed Fund*
Bertha B. Woodford Fund
Charles G. Woodward Fund
Mary S. Woodward Fund
Henry I. Wright Fund*
Harriet Bundy Est. Trust
Willie O. Burr Trust
Elizabeth M. Burt Trust
John J. Conning Trust
David Crary, Jr. Trust
Flora M. Crary Trust
Harriet Dickman Trust
Emma B. Fehrer Trust
George Gay Trust
Lelia C. Hunter Trust
Charles A. Hunter Trust
Emma B. Lane Est. Trust
Sarah Pardee Trust
Lewis P. Roraback Trust
E. Terry Smith Trust
Winchell Smith Trust
Louise Terry Trust
Joseph P. Trumbull Trust
Frank W. Weston Trust
Anna C.F. Butler Trust
George J. Capewell Foundation u/w/o Garafelia Capewell
u/w/o George J. Capewell, Jr.
u/w/o Mary A. Capewell
u/w/o Ida G. Capewell
I. Kent Fulton Trust
William L. Montogue
Ethel Wood Thomas Trust
Aaron W.C. Williams Trust
Charles G. Woodward Trust
Grace Holcomb Humphrey Trust

TRUST FUNDS HELD BY THE TREASURER OF THE HARTFORD HOSPITAL JEFFERSON HOUSE:
Elizabeth C. Bacon
William T. Bacon
John F. Baker Fund
Alice M. Bartholomew
Mary Jane Blackman Fund
Brooks-Woodford Memorial Fund
F. A. Brown Fund
Martha W. Brown Fund
Wickliffe S. Buckley Fund
Louise S. Bunce Fund
Harriet Turner Bunham Fund
Silas Chapman, Jr., Fund
Mabel H.P. Clark Fund
Susan S. Clark
Caroline L. Cooley
Josephine H. Davis Fund
Charles F. Fox Fund u/w/o Frederick K. Fox
Bernadine D. Gale Fund
Charles S. Goodwin Fund u/w/o Charles L. Goodwin
Jessie I. Herriman Fund
Elsie M.S. Hills Fund
Stephen Hills Fund
Mrs. Henry P. Hitchcock
Charles L. Hubbard Fund
Keney Fund
George Rice Lester Fund
George S. Lewis u/w/o Cornelia B. Hinsdale
Emma Brown Lyman
Mary P. Mansfield Fund
Eliza F. Mix
John Porter and Caroline E. Porter Fund
Edward V. Preston and Clara M. Preston Fund
Judson H. Root Fund
W. C. Russell Fund
Ellen T. Smith
William L. Sugden Fund
Catherine Tuttle Fund u/w/o Sarah Tuttle
William Tuttle u/w/o Sarah Tuttle
Bertha B. Woodford Fund
Charles G. Woodward Fund
Mary S. Woodward Fund
P. Henry Woodward Fund

TRUST FUNDS NOT HELD BY THE TREASURER OF THE HARTFORD HOSPITAL JEFFERSON HOUSE:
John G. & Jane M. Austin Trust
Edwin H. Bingham Trust
Harriet Bundy Est. Trust
Willie O. Burr Trust
Elizabeth M. Burt Trust
John J. Conning Trust
David Crary, Jr. Trust
Flora M. Crary Trust
Harriet Dickman Trust
Emma B. Fehrer Trust
George Gay Trust
Lelia C. Hunter Trust
Charles A. Hunter Trust
Emma B. Lane Est. Trust
Sarah Pardee Trust
Lewis P. Roraback Trust
E. Terry Smith Trust
Winchell Smith Trust
Louise Terry Trust
Joseph P. Trumbull Trust
Frank W. Weston Trust
Anna C.F. Butler Trust
George J. Capewell Foundation u/w/o Garafelia Capewell
u/w/o George J. Capewell, Jr.
u/w/o Mary A. Capewell
u/w/o Ida G. Capewell
I. Kent Fulton Trust
William L. Montogue
Ethel Wood Thomas Trust
Aaron W.C. Williams Trust
Charles G. Woodward Trust
Grace Holcomb Humphrey Trust

TRUST FUNDS NOT HELD BY THE TREASURER OF THE HARTFORD HOSPITAL JEFFERSON HOUSE, FROM BANK OF AMERICA AS TRUSTEE:
Grace Edith Bliss Trust
Grace Edith Bliss Trust u/w/o Frederick S. Bliss
David Crary, Jr., Trust
Rene H. Hills Trust
Sara Pardee Trust
Joseph P. Trumbull Trust
Frank W. Weston Trust
Mary Botsford Trust
George J. Capewell Foundation u/w/o Garafelia Capewell
u/w/o George J. Capewell, Jr.
u/w/o Mary A. Capewell
u/w/o Ida G. Capewell
William R. Morgan Trust
Aaron W. C. Williams Trust
Charles G. Woodward Trust
Julia S. Reynolds Trust

* Those starred are “Free Bed” funds which have been given to enable the hospital to provide care to any and all, based on financial need on application.
65. Affiliations

PRIMARY AFFILIATE OF:
The University of Connecticut School of Medicine, for both undergraduate and graduate medical education. Hartford Hospital has four residencies plus 14 integrated residencies in conjunction with the Capital Area Health Consortium. The hospital also sponsors one affiliated Rushford Center fellowship, 13 Hartford Hospital fellowships and 12 from the integrated program.

AFFILIATE AND PARTNER OF:
Dartmouth Medical School for undergraduate medical education.

NURSING AFFILIATIONS
ASSOCIATE DEGREE
Capitol Community College
Goodwin College
Northwest CT Community College

BACCALAUREATE DEGREE
Central Connecticut State University
Fairfield University
Quinnipiac University
Saint Joseph College
Saint Joseph College of Maine
Southern Connecticut State University
UMASS – Dartmouth
University of Connecticut
University of Hartford
Utica College
Western Connecticut State University

MASTER’S DEGREE
Boston College
Elm College
Fairfield University
Quinnipiac University
Russell Sage
Sacred Heart University
Saint Joseph University
State University of NY
Stony Brook University
Thomas Jefferson University
UCONN
UMASS – Boston
UMASS – Worcester
UMASS – Dartmouth
University of Hartford
University of St. Louis
University of Phoenix
Walden University
Yale University
66. Medical Officers

Our medical staff includes some of the nation’s most respected physicians and advanced practitioners. Talented, compassionate and committed to providing patients with the best possible care, these professionals go above and beyond to bring Hartford Hospital beyond advanced.
67. Medical Department Directors

Witold M. Waberski, MD
Chairman, Anesthesiology

Robert Hagberg, MD
Director, Cardiac Surgery

Vernon Y. Kuok, DMD
Chairman, Dentistry/General Dentistry

Lenworth M. Jacobs, MD
Chairman, Emergency Medicine/Traumatology

Paul Thompson, MD
Director, Medicine/Cardiology

Michael C. Lindberg, MD
Chairman, Medicine/Internal Medicine

Leslie I. Wolfson, MD
Chairman, Neurology

Inam U. Kureshi, MD
Chairman, Neurosurgery

Joel I. Sorosky, MD
Chairman, Obstetrics & Gynecology

Jerry Neuwirth, MD
Chairman, Ophthalmology

Courtland D. Lewis, MD
Chairman, Orthopedics

Gregory S. Bonaiuto, MD
Chairman, Otorhinolaryngology

William T. Pastuszak, MD
Chairman, Pathology/Lab Medicine

Victor C. Herson, MD
Chairman, Pediatrics/Neonatal

Harold I. Schwartz, MD
Chairman, Psychiatry

Andrew L. Salner, MD
Chairman, Radiation Oncology

Ethan B. Foxman, MD
Acting Director, Radiology

Orlando C. Kirton, MD
Chairman, Surgery/General Surgery

Patricia A. Sheiner, MD
Surgery/Transplantation

Steven J. Shichman, MD
Chairman, Urology
68. Medical Staff

A
Abbate, Darlene F., APRN; Adjunct, Pediatrics
Abbosh, Jasmine M., MD; Active, Clinical Assistant, Medicine/Allergy
Abbott, Lincoln F., MD; Active, Senior, Emergency Medicine
Abernathy, Evelyn C., MD; Active, Senior, Pathology/Lab Medicine
Abraham, Richard I., MD; Active, Refer/Follow Medicine/Internal Medicine
Abbey, Joseph E., MD; Active, Refer/Follow Medicine/Cardiology
Adamaneko, Robert S., MD; Active, Associate, Pediatrics
Aferzon, Joseph, MD; Active, Clinical Assistant, Neurosurgery
Aggarwal, Manju, MD; Active, Clinical Assistant, Medicine/Internal Medicine
Ahmed, Irshad, MD; Courtesy Psychiatry/General/Adult
Ahmed, Batul A., MD; Consulting, Psychiatry/General/Adult
Ahmed, Sheikh I., MD; Active, Clinical Assistant, Pediatrics
Ahn, William B., MD; Active, Senior, Anesthesiology
Al-Baghdadi, Yasser A., MD; Active, Clinical Assistant, Anesthesiology
Al-Khayer, Fadi A., MD; Active, Refer/Follow, Medicine/Internal Medicine
Alba, Jorge, DO; Courtesy, Pediatrics
Albero, Patrick F., MD; Courtesy, Ophthalmology
Albert, Ross H., MD; Active, Clinical Assistant, Medicine/Hospital Medicine
Albertsen, Peter C., MD; Courtesy, Urology
Alder, William C., MD; Active, Clinical Assistant, Psychiatry
Aldo, Francis L., DO; Active, Clinical Assistant, Anesthesiology
Alekshun, Todd J., MD, R.Ph; Active, Assistant, Medicine/Hematology/Oncology
Allan, Thomas R., MD; Active, Senior, Obstetrics & Gynecology
Alleman, Kim M., APRN; Adjunct, Surgery
Allen, Shawn M., MD; Courtesy, Psychiatry/General/Adult
Alleyn, Kenneth R., MD; Courtesy, Orthopedics
Alsamarai, Susan, MD; Active, Refer/Follow, Medicine/Internal Medicine
Altman, Lirisa, APRN; Adjunct, Medicine
Altman, Arnold J., MD; Courtesy, Pediatrics/Hem/Onc
Altonji, Paul F., MD; Active, Senior, Anesthesiology
Alvarez, James, PA-C; Adjunct, Orthopedics
Alvaro, Vincent M., PA-C; Adjunct, Emergency Medicine
Amato, Kristina M., APRN; Adjunct, Medicine
Ambrogio, Riccardo I., DMD; Courtesy, Dentistry/Oral-Maxillofacial Surgery
Ambrose, Susan M., MD; Active, Clinical Assistant, Emergency Medicine
Amenta, Sarah L., APRN; Adjunct, Psychiatry
Anastasio, George D., MD; Active, Refer/Follow, Medicine/Internal Medicine
Anderson, Elizabeth A., CRNA; Adjunct, Anesthesiology
Anderson, Seren T., CRNA; Adjunct, Anesthesiology
Anderson, Lisa N., MD; Active, Refer/Follow, Emergency Medicine
Anquillare, Joseph T., MD; Active, Associate, Medicine/Internal Medicine
Anwar, Mohammed S., MD; Courtesy, Medicine/Pulmonary
Anyatonwu, Samuel K., MD; Active, Refer/Follow, Medicine/Internal Medicine
Apoeso, Olusegun A., MD; Active, Refer/Follow, Medicine/Internal Medicine
Archambault, Michael B., MD; Active, Clinical Assistant Anesthesiology
Arky, Lawrence M., MD; Active, Refer/Follow, Obstetrics & Gynecology
Aron, Michael MD; Courtesy, Orthopedics
Aronow, Michael S., MD; Active, Associate, Orthopedics
Arose, Bruce P., MD; Active, Senior, Radiology
Ash, Jenifer, APRN, Adjunct, Medicine
Ashmead, Duffeld, MD; Active, Senior, Surgery/Plastic/Reconstructive
Ason, Regina, MD; Active, Clinical Assistant, Radiology/Diagnostic
Assaad, Margaret W., MD; Active, Assistant, Pathology/Lab Medicine/Anatomic
Atton, Andrew V., MD; Active, Assistant, Medicine/Dermatology
Auclair, Mary Eileen, PA-C; Adjunct, Surgery
Austin, Duane F., MD; Courtesy, Ophthalmology
Avezacean, Donna M., APRN; Adjunct, Neurology
Axtemayer, Alfredo, MD; Active, Refer/Follow, Orthopedics
Ayers, Amanda S., MD; Courtesy, Surgery/Colon and Rectal Surgery
Ayre, Mary, MD; Consulting, Psychiatry
Azemi, Talhat, MD; Active, Clinical Assistant, Medicine/Cardiology
Aziz, Rehan, MD; Active, Clinical Assistant, Psychiatry/General/Adult
Aziz, Zeevah S., MD; Courtesy, Otorhinolaryngology
Azocar, Jose, MD; Active, Refer/Follow, Medicine/Internal Medicine

B
Babigian, Alan, MD; Active, Senior, Surgery/Plastic/Reconstructive
Bacall, George, MD; Active, Refer/Follow, Obstetrics & Gynecology
Bagdasarian, Kristofer A., MD; Active, Clinical Assistant, Surgery/Vascular
Bagenholm, Allyson C., MD; Active, Refer/Follow, Medicine/Internal Medicine
Baginski, Andrew G., PA-C; Adjunct, Emergency Medicine
Baker, Lisa S., APRN; Adjunct, Surgery
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<tr>
<th>Name</th>
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<td>Baker, W. Jeffrey, MD</td>
<td>Active, Senior, Medicine/Oncology</td>
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<td>Bhagat, Smita J., MD</td>
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Colfer, Jaclyn, PA-C; Adjunct, Surgery
Colfer, David, APRN; Adjunct, Emergency Medicine
Collins, Kevin L., DO; Active, Refer/Follow, Medicine/Internal Medicine
Collins, Seth W., PA-C; Adjunct, Radiology
Collins, Rochelle L., DO; Active, Refer/Follow, Medicine/Internal Medicine
Collins, Siobhan C., MD; Active, Clinical Assistant, Medicine/Dermatology
Cologne, Denise E., PA-C; Adjunct, Medicine
Conard, Frederick U., MD; Active, Senior, Radiology/Ultrasound
Conley, Thomas E., MD; Courtesy, Neurology
Cronin, Edward B., MD; Active, Senior, Radiology/Breast Imaging
Crowley, Ellen M., APRN; Adjunct, Psychiatry
Crook, Natalie S., MD; Active, Clinical Assistant, Medicine/Hospital Medicine
Cullen, Amanda J., PA-C; Adjunct, Surgery
Cunningham, Robin A., APRN; Adjunct, Emergency Medicine
Curiale, Steven V., MD; Courtesy, Surgery
Curilla, Susan, PAC; Adjunct, Medicine
Curley, Timothy M., DO; Active, Associate, Medicine/Nephrology
Curtis, David E., MD; Active, Clinical Assistant, Surgery/General Surgery
Cusick, Eileen R., APRN; Adjunct, Medicine
Cyr, Mary Ann, APRN; Adjunct, Surgery/Cardiac
D’Alfonso, Kristin J., PA-C; Adjunct, Medicine
D’Avella, John F., MD; Active, Senior, Medicine/Nephrology
D’Occhio, Marzena S., CRNA; Adjunct, Anesthesiology
DaCosta, Maria M., MD; Active, Assistant, Psychiatry/General/Adult
DaCruz, Jason N., PA-C; Adjunct, Orthopedics
Daddario, Michelle M., APRN; Adjunct, Medicine
Daggett, Deanne, MD; Active, Senior, Anesthesiology
Daigreault, Maria S., CRNA; Adjunct, Anesthesiology
Dailey, Mark E., MD; Active, Associate, Medicine/Hematology
Dainiak, Sarah G., MD; Active, Clinical Assistant, Medicine/Internal Medicine
Daman, Lauren A., MD; Active, Senior, Medicine/Dermatology
Dankwa-Quansah, Maame A., MD; Active, Refer/Follow, Neurology
Dardick, Kenneth R., MD; Active, Refer/Follow, Medicine/Internal Medicine
Dayton, Margot H., MD; Active, Clinical Assistant, Pediatrics
De Maio, Mara M., PhD; Consulting, Psychiatry/Psychology
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Decalo, Niv E., MD; Active, Clinical Assistant, Radiology/Diagnostic
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Deegan, Patrick S., PA-C; Adjunct, Radiology
DeForest, Kelly M., APRN; Adjunct, Surgery
DeFusco, Patricia A., MD; Active, Clinical Assistant, Medicine/Oncology
DeGiovanni, James C., PhD; Consulting, Psychiatry
DeGraff, Arthur C., MD; Active, Refer/Follow, Medicine/Pulmonary
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DeLucia, Orlando, MD; Active, Senior, Surgery/Plastic/Reconstructive
DeMarcaida, J. Antonelle, MD; Active, Refer/Follow Neurology
DeSantis, Carla, MD; Active, Refer/Follow, Obstetrics & Gynecology
Deshaies, Michael R., DO; Active, Refer/Follow, Medicine/Internal Medicine
Deutsch, Larry, MD; Active, Refer/Follow, Pediatrics
Devaney, Kendra, PA-C; Adjunct, Surgery
Dezi, Cynthia J., CRNA; Adjunct, Anesthesiology
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Diament, Sharon A., MD; Active, Senior, Medicine/Internal Medicine
Diamond, Peter H., MD; Active, Senior, Medicine/Internal Medicine
Dias, Srianee M., MD; Courtesy, Pathology/Lab Medicine/Anatomic
Dias, Andrea M., APRN; Courtesy, Pathology/Lab Medicine/Anatomic
Dick, Leslie S., MD; Active, Associate, Pediatrics
Dicks, Robert S., MD; Active, Senior, Medicine/Geriatrics Medicine
Dicks, Barbara, APRN; Adjunct, Medicine/Internal Medicine
Dickson, Rolland C., MD; Active, Clinical Assistant, Medicine/Hepatology
Diefenbach, Gretchen J., PhD; Consulting, Psychiatry/Psychology
Dieterich, Steven R., MD; Active, Refer/Follow, Medicine/Internal Medicine
DiGiuseppe, Joseph A., MD; Active, Senior, Pathology/Lab Medicine/Anatomic
DiLoreto, Ann Marie, APRN; Adjunct, Psychiatry
DiLuigi, Andrea J., MD; Active, Clinical Assistant, Obstetrics & Gynecology
DiMario, Francis J., MD; Courtesy, Pediatrics/Neurology
Dinowitz, Kevin, MD; Active, Associate, Ophthalmology
Dintyala, Venkata N., MD; Active, Clinical Assistant, Medicine/Hospital Medicine
DiStefano, Leo J., MD; Active, Associate, Pediatrics
Divinagracion, Thomas V., MD; Active, Clinical Assistant, Surgery/Vascular
Dixon, Andrea G., MD; Active, Clinical Assistant, Pediatrics
Dixon, Jonathan A., MD; Active, Senior, Medicine/Rheumatology
Dobrita, Alina I., MD; Active, Clinical Assistant, Medicine/Internal Medicine
Doelger, Peter J., MD; Active, Senior, Obstetrics & Gynecology
Dolan, Thomas C., DDS; Active, Senior, Dentistry
Dolan, Amanda, PA-C; Adjunct, Medicine
Dolin, Scott L., MD; Active, Senior, Ophthalmology
Dolinsky, Paul A., MD; Active, Refer/Follow, Medicine/Internal Medicine
Domenichini, David J., MD; Active, Senior, Medicine/Endocrinology
Dominguez, Yuri L., CRNA; Adjunct, Anesthesiology
Donahue, George M., MD; Active, Refer/Follow, Medicine/Internal Medicine
Donahue, Ann S., APRN; Adjunct, Emergency Medicine
Donaldson, James O., MD; Active, Refer/Follow, Neurology
Donnelly, Susan L., PA-C; Adjunct, Orthopedics
Donnelly, Alyssa A., MD; Active, Clinical Assistant, Anesthesiology
Donovan, Elaine G., APRN; Adjunct, Medicine
Donshik, Peter C., MD; Active, Senior, Ophthalmology
Doody, Amy D., PA-C; Adjunct, Radiology
Drai, Jagannesh, MD; Active, Clinical Assistant, Medicine/Hospital Medicine
Doran, James R., MD; Active, Refer/Follow, Medicine/Internal Medicine
Dorin, Ryan P., MD; Active, Clinical Assistant, Urology
Dornelas, Ellen A., PhD; Consulting, Medicine/Cardiology
Dorsey, Morgan A., PA-C; Adjunct, Orthopedics
Dougherty, James E., MD; Active, Senior, Medicine/Cardiology
Dowsett, Robert J., MD; Active, Senior, Radiation Oncology
Drake, Mary-Jo, CRNA; Adjunct, Anesthesiology
Drescher, Michael J., MD; Active, Senior, Emergency Medicine
Dua, Neeru C., MD; Courtesy, Ophthalmology
Dubey, Prachi, MD; Active, Clinical Assistant, Radiology
Dufel, Susan E., MD; Active, Senior, Emergency Medicine
Duffy, Allyson N., MD; Active, Assistant, Pediatrics
Dugdale, Thomas W., MD; Active, Senior, Orthopedics
Duggan, William J., MD; Active, Senior, Anesthesiology
Duncan, Brett H., MD; Active, Senior, Medicine/Cardiology
Dunn, Nicole, APRN; Adjunct, Medicine
Durozel, Joseph A., MD; Active, Refer/Follow, Neurology
Durstin, Holly, CRNA; Adjunct, Anesthesiology
Dworkin, Paul H., MD; Active, Senior, Pediatrics
Dwyer, Mary Ellen, CRNA; Adjunct, Anesthesiology
Dziedzic, Katie L., APRN; Adjunct, Medicine/Cardiology
Dziedzic, Mark R., MD; Active, Clinical Assistant, Emergency Medicine

E
Earle, Jonathan S., MD; Active, Assistant, Pathology/Lab Medicine
Ebbets, Judith A., APRN; Adjunct, Psychiatry
Echanique, Camilo N., MD; Active, Refer/Follow, Medicine/Internal Medicine
Edwards, Randolph E., MD; Active, Assistant, Surgery/General Surgery
Edwards, Shernet M., PA-C; Adjunct, Medicine
Edwards, Martin G., MD; Active, Senior, Ophthalmology
Ehle, Leah K., APRN; Adjunct, Medicine
Ehlers, William H., MD; Courtesy, Ophthalmology
Einstein, Michael M., MD; Active, Clinical Assistant, Medicine/Hepatology
Einstein, Margaret H., MD; Active, Assistant, Obstetrics & Gynecology
Eisen, Marc D., MD; Active, Clinical Assistant, Otorhinolaryngology
Eisenberg, David P., MD; Active, Clinical Assistant, Surgery/Surgical Oncology
Eisenberg, Ellen, DMD; Consulting, Pathology/Lab Medicine
Eisenfeld, Leonard I., MD; Active, Senior, Pediatrics/Neonatal Medicine
Eissler, Jesse G., MD; Courtesy, Orthopedics
Elaba, Zendee P., MD; Active, Clinical Assistant, Pathology/Lab Medicine/Dermatopathology
Elaba, Wilfred P., MD; Active, Assistant, Medicine/Geriatrics Medicine
Elisa, Cynthia C., MD; Active, Clinical Assistant, Obstetrics & Gynecology
Elliot, Michelle A., APRN, Adjunct, Psychiatry
Ellis, Kimberly E., PA-C; Adjunct, Surgery
Ely, Matthew G., MD; Active, Senior, Urology
Emerick, Geoffrey T., MD; Active, Clinical Assistant, Ophthalmology
Emmel, David K., MD; Active, Senior, Ophthalmology
Engmann, Lawrence L., MD; Active, Clinical Assistant, Obstetrics & Gynecology
Engrott, Peter W., MD; Active, Refer/Follow, Medicine/Internal Medicine
Eppler, Annette L., APRN; Adjunct, Medicine
Erdil, Michael, MD; Active, Refer/Follow, Medicine/Internal Medicine
Erman, Spencer G., MD; Active, Associate, Medicine/Internal Medicine
Ernstoff, Jon J., MD; Active, Refer/Follow, Medicine/Gastroenterology
Erol, Ali O., MD; Active, Refer/Follow, Medicine/Internal Medicine
Eror, Ellyssa L., MD; Active, Refer/Follow, Medicine/Internal Medicine
Erwin, John Q., MT; Adjunct, Medicine
Escalon, Juan C., MD; Active, Clinical Assistant, Surgery/Thoracic
Escaravage, Steven, PA-C; Adjunct, Surgery/Transplantation
Estime, Pierre H., DO, Courtesy, Medicine
Estrada, D. Elizabeth, MD; Consulting, Pediatrics
Eugene, Marie, DO, Active, Clinical Assistant, Neurology
Evans, Elizabeth Y., MD; Active, Clinical Assistant, Medicine/Internal Medicine
Everhart-Caye, Maria A., MD; Active, Senior, Medicine/Nephrology
Ewald, Edward M., MD; Active, Refer/Follow, Medicine/Internal Medicine
Ezem, Mary C., CRNA; Adjunct, Anesthesiology

F
Factor, Jeffrey M., MD; Active, Associate, Pediatrics/Allergy
Fadakar, Parvin, MD; Active, Senior, Pediatrics
Fagan, Patricia L., MD; Active, Associate, Obstetrics & Gynecology
Fagnant, Daniel P., DO; Active, Associate, Emergency Medicine
Fallal, Julian MD; Active, Refer/Follow, Medicine/Internal Medicine
Fang, Yu Ming Victor, MD; Active, Clinical Assistant, Obstetrics & Gynecology
Farber, Sharon S., MD; Active, Refer/Follow, Medicine/Geriatrics Medicine
Farquhar, Thomas H., MD; Active, Clinical Assistant, Radiology
Farrell, William J., MD; Active, Associate, Medicine/Cardiology
Farrell, John M., PA-C; Adjunct, Emergency Medicine
Farrell, Elisabeth H., PA-C; Adjunct, Surgery
Farwell, Mary E., MD; Active, Associate, Obstetrics & Gynecology
Fasy, Elizabeth A., MD; Active, Clinical Assistant, Medicine/Endocrinology
Faucher, Sue-Ann; PA-C, Adjunct, Neurosurgery
Fecteau, Scott R., MD; Courtesy, Surgery
Feingold, Andrew D., MD; Active, Assistant, Medicine/Cardiology
Feingold, David A, MD; Active, Associate, Medicine/Gynecology
Feldman, Deborah M., MD; Active, Associate, Obstetrics & Gynecology
Feldman, Thomas A., MD; Active, Senior, Medicine/Gastroenterology
Felice, Kevin J., DO; Courtesy, Neurology
Feller, Christina M., CRNA; Adjunct, Anesthesiology
Fellizar, Lina L., MD; Active, Clinical Assistant, Medicine
Femino, Suzanne, APRN; Adjunct, Psychiatry
Fenny, Nana Sarkoh I., MD; Active, Clinical Assistant, Medicine/Hospital Medicine
Fenton, David A., DDS; Active, Clinical Assistant, Dentistry/Oral-Maxillofacial Surgery
Fenton, David T., MD, Active, Associate, Medicine/Internal Medicine
Ferlan, Virginia S., MD; Courtesy, Obstetrics & Gynecology
Fernandez, Janice L., MD; Active, Senior, Anesthesiology
Fernandez, Aida, CRNA; Adjunct, Anesthesiology
Ferrand, Jennifer L., PsyD; Consulting, Psychiatry/Psychology
Ferraro-Borgida, Melissa J., MD; Active, Senior, Medicine/Cardiology
Ferrarotti, Ruth A., APRN; Adjunct, Medicine
Ferrer, Fernando A., MD; Courtesy, Urology
Ficara, Robert J., PA-C; Adjunct, Surgery
Fiel-Gan, Mary D., MD; Active, Associate, Pathology/Lab Medicine/Anatomic
Fierer, Edwin J., MD; Active, Refer/Follow, Medicine/Internal Medicine
Finck, Christine M., MD; Courtesy, Surgery/Pediatric Surgery
Fine, Alan, MD; Active, Refer/Follow, Obstetrics & Gynecology
Finelli, Pasquale F., MD; Active, Senior, Neurology
Fink, Judd B., DDS; Active, Senior, Dentistry/Oral-Maxillofacial Surgery
Finkel, Kevin J., MD; Active, Clinical Assistant, Anesthesiology
Finn, Heather A., LaC; Adjunct, Medicine
Firshein, Stephen I., MD; Active, Senior, Medicine/Hematology
Fischer, Nathan L., MD; Active, Associate, Obstetrics & Gynecology
Fischer, Richard D., MD; Active, Senior, Orthopedics
Fischler, Adam H., MD; Active, Associate, Anesthesiology
Fisher, Daniel G., MD, Courtesy, Pediatrics/Intensive Care
Fisherkeller, Mark, MD; Active, Refer/Follow, Medicine/Cardiology
Fishman, Theodore D., MD; Courtesy, Psychiatry
Flescher, Robert, MD; Active, Senior, Medicine/Gastroenterology
Fletcher, Mark C., DMD; Active, Senior, Dentistry/Oral-Maxillofacial Surgery
Flowers, Alexandra, MD; Active, Associate, Neurology
Fogel, Cathryn A., MD; Active, Senior, Anesthesiology
Fogel, Denise L., PsyD; Consulting, Psychiatry/Psychology
Fogg-Waberski, Joanna H., MD; Active, Senior, Psychiatry
Folk-Barron, Lori, PsyD; Consulting, Psychiatry/Psychology
Fons, Anthony L., MD; Active, Senior, Psychiatry
Force, Farid, MD; Active, Clinical Assistant, Psychiatry
Ford, Peter A., APRN; Adjunct, Surgery
Formica, Nicholas B., MD; Active, Refer/Follow, Medicine/Internal Medicine
Forner, Leonard E., MD; Active, Senior, Pediatrics
Fortier, Alexander J., MD; Active, Senior, Ophthalmology
Fortier, Lawrence J., MD; Active, Senior, Medicine/Dermatology
Foster, John E., MD; Active, Senior, Radiology/Vascular/Interventional
Foster, Mary K., PhD; Consulting, Psychiatry
Foster, Craig R., MD; Active, Refer/Follow, Orthopedics
Foster, Ruth L., APRN; Adjunct, Neurology
Fote, John J., MD; Active, Senior, Pediatrics
Fowler, Martin J., DO; Active, Refer/Follow, Neurology
Fowler, Shelly A., PA-C; Adjunct, Surgery
Fox, Evan, MD; Active, Senior, Psychiatry
Fox, Brendan M., MD; Consulting, Urology
Fox, Yolanda B., CRNA; Adjunct, Anesthesiology
Foxman, Ethan B., APRN; Adjunct, Surgery
Freedman, Eileen, MD; Active, Senior, Pediatrics
French, Ashley N., PA-C; Adjunct, Surgery
Fraillicciardi, Alise, MD; Active, Clinical Assistant, Emergency Medicine
Fram, Daniel B., MD; Active, Senior, Medicine/Cardiology
Frattini, Julia A., CRNA; Adjunct, Anesthesiology
Freedman, Eileen, MD; Active, Senior, Pediatrics
Freeman-Bosco, Linda S., APRN; Adjunct, Surgery/Cardiac
Freess, Daniel B., MD; Active, Clinical Assistant, Emergency Medicine
Freilich, Cecille R., MD; Active, Senior, Pediatrics
French, Ashley N., PA-C; Adjunct, Surgery
Freund, Jennifer S., APRN; Adjunct, Surgery
Fried, Jeremy D., MD; Active, Clinical Assistant, Emergency Medicine
Friedman, Meir, MD; Active, Clinical Assistant, Medicine
Friedman, Matthew, MD; Active, Refer/Follow, Medicine/Internal Medicine
Friedman, Traci A., MD; Active, Clinical Assistant, Pediatrics
Fritts, Lori L., MD; Active, Senior, Surgery/General Surgery
Froehl, Richard L., MD; Active, Senior, Orthopedics
Fromson, Thomas N., MD; Active, Senior, Pediatrics
Frontera, Yolanda P., DDS; Courtesy, Dentistry/Oral-Maxillofacial Surgery
Fulco, Michael N., PhD; Clinical Affiliate, Psychiatry
Fulkerson, John P., MD; Courtesy, Orthopedics
Fulser, Robert P., MD; Active, Refer/Follow, Emergency Medicine
Fulton, Jameela R., DPM; Courtesy, Surgery/Podiatry
Furno, Gerard, DO; Active, Refer/Follow, Medicine/Hematology/Oncology
Furnelli, Victoria P., PA-C; Adjunct, Medicine
Fusco, Daniel S., MD; Active, Assistant, Cardiac Surgery

G

Gabow, Andrew G., MD; Courtesy, Orthopedics
Gagne, Kelli P., APRN; Adjunct Psychiatry
Galatim, Kimberly R., CRNA; Adjunct, Anesthesiology
Galbraith, David A., DMD; Courtesy, Dentistry/Oral-Maxillofacial Surgery
Gallagher, James J., MD; Active, Senior, Surgery/Vascular
Gallagher, Robert C., MD; Active, Senior, Cardiac Surgery
Gallagher, Carol W., APRN; Adjunct, Medicine/Gastroenterology
Gallegos, Rafael, PsyD; Consulting, Psychiatry/Psychology
Gallucci, Nicholas T., PhD; Clinical Affiliate, Psychiatry
Galvin, J. Robert, MD; Active, Senior, Medicine/Internal Medicine
Ganeles, Carolyn, MD; Active, Clinical Assistant, Pediatrics
Ganeles, Andrew, MD; Active, Refer/Follow, Medicine/Internal Medicine
Ganga, Harsha V., MD; Active, Clinical Assistant, Medicine/Hospital Medicine
Gange, Robert J., DDS; Active, Senior, Dentistry
Gannon, Shanna M., PA-C; Adjunct, Surgery
Garcia, Dawn M., APRN; Adjunct, Surgery
Garcia Rivera, Ricardo, MD; Active, Refer/Follow, Neurology
Garrison, Beth A., PA-C; Adjunct, Anesthesiology/Pain Management
Garrison, John M., MD; Active, Senior, Anesthesiology
Garvin, Vicki, PhD; Clinical Affiliate, Psychiatry
Gaskell, Alexis M., PA-C; Adjunct, Surgery
Gaudio, Paul A., MD; Active, Associate, Ophthalmology
Gaudio, Alexander R., MD; Active, Senior, Ophthalmology
Gauthier, Kathy D., PA-C; Adjunct, Surgery
Gaynor, Mark L., LCSW; Clinical Affiliate, Psychiatry
Geigle, Eric M., MD; Active, Clinical Assistant, Psychiatry/Adult/Child/Adolescent
Gelb, David A., DDS; Courtesy, Dentistry/General Dentistry
Gelber, Barry J., DDS; Active, Senior, Dentistry/Periodontics
Gelman, Jeffrey S., MD; Active, Senior, Medicine/Gastroenterology
Gemayel, Carol Y., MD; Active, Assistant, Medicine/Cardiology
Genser, Stuart S., MD; Active, Refer/Follow, Medicine/Internal Medicine
Gerace, Joseph F., DO; Active, Assistant, Anesthesiology
Gerace, James R., PA-C; Adjunct, Pediatrics/Neonatal
Ghiglia, Christine K., LNM; Adjunct Obstetrics & Gynecology
Gianferrari, Elisa A., MD; Active, Clinical Assistant, Obstetrics & Gynecology
Giannelli, Kyla E., PA-C; Adjunct, Medicine
Gianoli, Daniel J., MD; Active, Clinical Assistant, Anesthesiology
Gianoli, Dennis S., DDS; Active, Clinical Assistant, Dentistry/Oral-Maxillofacial Surgery
Gigstad, Joan E., MD; Active, Assistant, Medicine/Internal Medicine
Gilbert C. M., MD; Active, Senior, Ophthalmology
Gutauskas, Kelly A., CRNA; Adjunct, Anesthesiology
Gwozdecke, Steven N., PA-C; Adjunct, Emergency Medicine
Gwozdz, Theresa H., CRNA; Adjunct, Anesthesiology

Habelow, Wendy F., PhD; Clinical, Affiliate, Psychiatry
Haber, Lawrence C., PhD; Consulting, Psychiatry/Psychology
Hackman, Jan T., MD; Active, Senior, Anesthesiology
Hadi, Syed U., MD; Active, Clinical Assistant, Medicine/Hospital Medicine
Hagadorn, James I., MD; Active, Associate, Pediatrics/Neonatal
Hagberg, Robert C., MD; Active, Associate, Cardiac Surgery
Hamel, Wallace J., APRN; Adjunct, Pediatrics
Hameroff, Harvey J., MD; Active, Refer/Follow, Medicine/Internal Medicine
Hammond, Jonathan A., MD; Active, Senior, Cardiac Surgery
Hanjan, Kawal, PA-C; Adjunct, Emergency Medicine
Hannan, Scott E., PhD; Consulting, Psychiatry/Psychology
Harding, Richard H., MD; Active, Refer/Follow, Medicine/Internal Medicine
Harrington, Corinne E., PhD; Consulting, Psychiatry
Hartnett, Janice M., MD; Active, Assistant, Obstetrics & Gynecology
Hasson, Jonathan M., MD; Active, Refer/Follow, Surgery/Vascular
Hauser, Stephen H., MD; Active, Senior, Radiation Oncology
Hayes, Gail A., CRNA; Adjunct, Anesthesiology
Haymes, Michael, PhD; Clinical Affiliate, Psychiatry
Hayward, Geoffrey L., MD; Active, Clinical Assistant, Anesthesiology
Heller, Felice A., MD; Active, Associate, Pediatrics/Cardiology
Heller, Cynthia B., MD; Active, Senior, Medicine/Internal Medicine
Hellreich, Jay E., MD; Courtesy, Ophthalmology
Helmeczy, Lidiko, MD; Active, Refer/Follow, Medicine/Internal Medicine
Hennani, Ramesh K., MD; Active, Clinical Assistant, Psychiatry/Child/Adolescent
Herphill, Michael P., MD; Active, Clinical Assistant, Obstetrics & Gynecology
Heney, Alison L., PA-C; Adjunct, Medicine
Henken, Eleanor C., DMD; Active, Senior, Dentistry
Henry, Kerrie M., MD; Active, Associate, Obstetrics & Gynecology
Hepster, George R., MD; Active, Refer/Follow, Pediatrics
Herbst, Meghan K., MD; Active, Clinical Assistant, Emergency Medicine
Herbst, Timothy J., MD; Active, Clinical Assistant, Radiology/Diagnostic
Herlands, Stuart E., MD; Active, Refer/Follow, Medicine/Internal Medicine

Hernandez, Debra B., APRN; Adjunct, Medicine
Hernandez-Trujillo, Hillary S., MD; Active, Clinical Assistant Medicine/Allergy
Herr, J. Michael, DO; Active, Refer/Follow, Medicine/Internal Medicine
Herr, Jill A., APRN; Adjunct, Pediatrics/Neonatal
Herson, Victor C., MD; Active, Senior, Pediatrics/Neonatal
Herzog, Alfred, MD; Active, Senior, Psychiatry
Hidalgo, Abigail M., PA-C; Adjunct, Surgery/None
Higgins, Gina M., APRN; Adjunct, Psychiatry
Higgins, Alicia A., PA-C; Adjunct, Surgery
Hight, Donald W., MD; Courtesy, Surgery/Pediatric Surgery
Hildebrand, Judith A., MD; Courtesy, Medicine/Internal Medicine
Hill, David A., MD; Active, Senior, Ophthalmology
Hirst, Jeffrey A., MD; Active, Senior, Medicine/Cardiology
Ho, Leon, PA-C; Adjunct, Neurosurgery
Hochman, Howard L., MD; Active, Senior, Urology
Hoffman, Deborah S., MD; Active, Senior, Obstetrics & Gynecology
Hoffman, Herbert S., MD; Active, Senior, Medicine/Internal Medicine
Hoffman, James S., MD; Courtesy, Obstetrics & Gynecology
Holder, Jaime A., PA-C; Adjunct, Surgery
Holmes, Paula S., APRN; Adjunct, Psychiatry
Holsbeke, Timothy J., PA-C; Adjunct, Medicine
Holtman, Allison G., CRNA; Adjunct, Anesthesiology
Hong, Timothy J., MD; Active, Associate, Medicine/Oncology
Hong, Joy E., MD; Active, Assistant, Pediatrics
Hong, Sung Chil, MD; Active, Senior, Anesthesiology
Honsinger, Kelly E., PA-C; Adjunct, Orthopedics
Horsky, John, MD; Active, Assistant, Radiology
Horowitz, Steven M., MD; Active, Senior, Medicine/Cardiology
Hortvet, Laurel A., MD; Active, Senior, Anesthesiology
Hosain, Harini, MD; Courtesy, Medicine/Allergy
Hosley, Catherine M., MD, Active, Clinical Assistant, Neurology
Houle, Jerome L., PA-C; Adjunct, Orthopedics
Howlett, David R., MD; Active, Refer/Follow, Medicine/Internal Medicine
Hryniszyn, Ewa, CRNA; Adjunct, Anesthesiology
Hu, Lorraine V., CRNA; Adjunct, Anesthesiology
Huang, John, MD; Active, Refer/Follow, Medicine/Internal Medicine
Huggins, Leslie S., DDS; Courtesy, Dentistry/General Dentistry
Hughes, Sandra M., MD; Active, Refer/Follow, Medicine/Internal Medicine
Huhn, Nicole M., APRN; Adjunct, Surgery
Hull, Sharon S., APRN; Adjunct, Orthopedics
Humphrey, Chester B., MD; Active, Senior, Cardiac Surgery
Hussain, Shahnaz, MD; Active, Refer/Follow, Medicine/Internal Medicine
Hussain, Benish, MD; Active, Refer/Follow, Medicine/Internal Medicine
Hussain, Naveed, MD; Active, Associate, Pediatrics/Neonatal
Hyams, Jeffrey S., MD; Courtesy, Pediatrics/Gastroenterology
I
Iacobello, Salvatore, MD; Active, Clinical Assistant, Psychiatry/General/Adult
Ianello, Joseph L., MD; Active, Clinical Assistant, Medicine/Gastroenterology
Illescas, Fernando F., MD; Active, Senior, Radiology
Immerman, Barry H., MD; Active, Senior, Anesthesiology
Imtiaz, Aized A., MD; Active, Clinical Assistant, Medicine/Hospital Medicine
Inchalik, Kenneth R., MD; Active, Associate, Pediatrics
Indelicato, Mark G., MD; Active, Associate, Anesthesiology
Ingardia, Charles J., MD; Active, Senior, Obstetrics & Gynecology/Maternal-Fetal Medicine
Interlandi, Elsa W., APRN; Active, Associate, Surgery
Ionita, Cristian M., MD; Active, Clinical Assistant, Pediatrics/Neurology
Irani, Roxanne, PA-C; Adjunct, Medicine
Isaac, Shiji A., MD; Active, Clinical Assistant, Pediatrics
Isakoff, Michael S., MD; Courtesy, Pediatrics/Hem/Onc
Israel, Jonathan L., MD; Active, Senior, Medicine/Gastroenterology

J
Jack, Kathryn E., APRN; Adjunct, Medicine
Jacob, Jason, MD; Active, Clinical Assistant, Medicine/Internal Medicine
Jacobs, Allan M., MD; Consulting, Psychiatry
Jacobs, Henry E., MD; Active, Senior, Obstetrics & Gynecology
Jacobs, Lenworth, M., MD; Active, Senior, Emergency Medicine/Traumatology
Jacobs, Rose E., PA-C; Adjunct, Surgery
Jacunski, Ewa M., MD; Active, Senior, Obstetrics & Gynecology
Jacunski, Joanna E., MD; Active, Clinical Assistant, Radiology/Diagnostic
Jaffe, Adam J., PhD; Consulting, Psychiatry/General/Adult
Jajoo, Devika N., MD; Active, Senior, Radiology
Jambor, Clinton A., MD; Courtesy, Orthopedics
James, Diana M., MD; Active, Clinical Assistant, Radiology
Jannuzzi, Peter J., MD; Active, Senior, Pediatrics
Jaramillo, Brenda, APRN; Adjunct, Surgery
Jarembko, Marcin, MD; Active, Refer/Follow, Medicine/Internal Medicine
Javornisky, J. Gregory, PhD; Consulting, Psychiatry
Jeng, David J., MD; Active, Clinical Assistant, Ophthalmology
Jenner, Laura L., PA-C; Adjunct, Orthopedics
Jhunja, Rashma, MD; Active, Assistant, Medicine/Internal Medicine
Jimenez, Ramon E., MD; Active, Senior, Surgery/Surgical Oncology
Jimenez, Michael J., MD; Active, Refer/Follow, Medicine/Internal Medicine
Jo, Kevin S., MD; Active, Clinical Assistant, Medicine/Gastroenterology
Johar, Sandeep K, DO; Active, Clinical Assistant, Emergency Medicine
Johnson, Sandra C., MD; Active, Clinical Assistant, Emergency Medicine
Johnson, Amy M., MD; Active, Assistant, Obstetrics & Gynecology
Johnston, Maria E., MD; Active, Clinical Assistant, Medicine/Gastroenterology
Johnson, Lori B., APRN; Adjunct, Psychiatry
Johnson, Kristina H., MD; Active, Senior, Surgery/Colon and Rectal Surgery
Johnson, Fielding, MD; Active, Associate, Medicine/Pulmonary
Johnson-Arbor, Kelly K., MD; Active, Associate, Emergency Medicine
Jones, Thomas G., MD; Active, Assistant, Medicine/Endocrinology
Jones, Merwood M., MD; Active, Senior, Obstetrics & Gynecology
Jones, Erica L., APRN; Adjunct, Surgery/Surgical Critical Care
Jordan, Susan, MD; Active, Assistant, Radiology
Joseph, D’Andrea K., MD; Active, Assistant, Surgery/Trauma
Joseph, Indramattie, PA-C; Adjunct, Neurosurgery
Joughin, William L., MD; Active, Senior, Psychiatry
Joyce-Montaudy, Monica M., APRN; Adjunct, Pediatrics
Joyner, Andrea B., MD; Active, Clinical Assistant, Obstetrics & Gynecology
Ju, Won Hae, MD; Active, Senior, Anesthesiology
Judson, Peter H., MD; Courtesy, Ophthalmology
Justin, Joyce K., MD; Active, Assistant, Medicine/Hospital Medicine

K
Kabbash, Christina A., MD; Courtesy, Orthopedics
Kager, Sheldon, MD; Active, Refer/Follow, Medicine/Internal Medicine
Kagan, Jeffrey M., MD; Active, Refer/Follow, Medicine/Internal Medicine
Kage, Reinhard K., MD; Active, Refer/Follow, Medicine/Allergy
Kage, Barbara A., MD; Active, Refer/Follow, Medicine/Rheumatology
Kahan, Robert W., MD; Active, Refer/Follow, Medicine/Cardiology
Kahn, Michael D., PhD; Clinical Affiliate, Psychiatry
Kainkaryam, Vasanth S., MD; Active, Refer/Follow, Medicine/Internal Medicine
Kaliney, Ryan W., MD; Active, Clinical Assistant, Radiology
Kallal, James E., MD; Active, Senior, Medicine/Cardiology
Kahlen, Joshua A., MD; Active, Clinical Assistant, Radiology/Vascular/Interventional
Kallor, Scott M., DO; Active, Associate, Pediatrics
Kaloudis, Paul J., MD; Active, Assistant, Emergency Medicine
Kamranitz, Joyce, MD; Courtesy, Psychiatry
Kamath, Jayesh R., MD; Active, Clinical Assistant, Psychiatry/General/Adult
Kamin, Richard A., MD; Active, Refer/Follow, Emergency Medicine
Kamradt, Jeffrey M., MD; Active, Associate, Medicine/Hematology
Kamuzora, Paul L., APRN; Adjunct, Surgery
Kanathur, Naveen R., MD; Courtesy, Medicine/Pulmonary
Kanauf, Rachana, MD; Active, Clinical Assistant, Medicine/Hospital Medicine
Kanev, Paul M., MD; Active, Senior, Neurosurgery
Kapadia, Pragna, DO; Active, Assistant, Medicine/Hematology/Oncology
<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Department</th>
</tr>
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<tbody>
<tr>
<td>Lewinter, Jody R., MD</td>
<td>Active, Refer/Follow</td>
<td>Medicine/Internal Medicine</td>
</tr>
<tr>
<td>Lewis, Courtland G., MD</td>
<td>Active, Senior</td>
<td>Orthopedics</td>
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<tr>
<td>Lewis, Myra J., DO</td>
<td>Active, Clinical Assistant, Emergency Medicine</td>
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<tr>
<td>Lewis, Joselle A, CRNA</td>
<td>Adjunct, Anesthesiology</td>
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<tr>
<td>Lewoc, Rayna J., CRNA</td>
<td>Adjunct, Anesthesiology</td>
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<tr>
<td>Li, Ling, APRN</td>
<td>Adjunct, Medicine</td>
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Muska, Leslie A., PA-C; Adjunct, Neurosurgery

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Rudnicki, Robert D., MD; Courtesy, Medicine/Internal Medicine
Ruffin, Richard T., MD; Active, Assistant, Medicine/Hospital Medicine
Ruser, Tilla F., MD; Active, Senior, Psychiatry
Russell, Mark L., APRN; Adjunct, Medicine
Russo, Michael J., PA-C; Adjunct, Radiology
Russomanno, John H., MD; Active, Senior, Medicine/Pulmonary Medicine
Rutkowski, Gregory A., MD; Active, Assistant, Anesthesiology
Rutstein, Robert D., DPM; Consulting, Surgery
Ryan, Lawrence P., DDS; Active, Senior, Dentistry/Oral-Maxillofacial Surgery
Ryan, Jessica E., PAC; Adjunct, Medicine
Ryan, Timothea A., MD; Courtesy, Ophthalmology
Rzepski, Barbara R., PhD; Consulting, Psychiatry

S
Saad, Salman, MD; Active, Refer/Follow, Medicine/Internal Medicine
Saad Pendergrass, Dahlia A., MD; Active, Clinical Assistant, Psychiatry/General/Adult
Sabo, Mark A., MD; Active, Clinical Assistant, Pediatrics
Sachdev, Kiran, MD; Active, Senior, Medicine/Gastroenterology
Sachetti, Bhavna, MD; Active, Clinical Assistant, Pediatrics
Sadig, Immad, MD; Active, Clinical Assistant, Medicine/Cardiology
Safer, Robert H., MD; Courtesy, Medicine/Internal Medicine
Saahkayan, Marine T., MD; Active, Assistant, Obstetrics & Gynecology
Sahl, Robert A., MD; Active, Senior, Psychiatry/Child/Adolescent
Saied, Matthew L., MD; Active, Senior, Obstetrics & Gynecology
Saiyed, Mahammed P., MD; Active, Refer/Follow, Medicine/Internal Medicine
Sajkowicz, Tammy L., APRN; Adjunct, Surgery
Salerno, Edward L., MD; Active, Assistant, Medicine/Pulmonary Medicine
Salesky, Sharon N., APRN; Adjunct, Surgery
Salerno, Anthony L., MD; Courtesy, Ophthalmology
Salm, David S., MD; Active, Senior, Medicine/Internal Medicine
Salner, Andrew L., MD; Active, Senior, Radiation Oncology
Salvietti, Ralph, MD; Active, Associate, Medicine/Hospital Medicine
Salzberg, Donald J., MD; Courtesy, Ophthalmology
Sanchez, Donna M., CRNA; Adjunct, Anesthesiology
Sanders, Ricky L., DO; Active, Associate, Anesthesiology
Sanders, Marilyn R., MD; Active, Assistant, Pediatrics
Sanderson, Karen M., LNM; Adjunct, Obstetrics & Gynecology
Savinelli, Thomas J., MD; Active, Refer/Follow, Medicine/Internal Medicine
Sawyer, Jeffrey A., MD; Active, Senior, Otorhinolaryngology
Scarangella, Stephen F., MD; Courtesy, Orthopedics
Scavetta, Melissa J., APRN; Adjunct, Psychiatry
Schachter, Andrew, MD; Active, Senior, Medicine/Internal Medicine
Schauer, Peter K., MD; Active, Senior, Medicine/Oncology
Scheinblum, Anne R., PA-C; Adjunct, Medicine
Scheiner, Laurie A., MD; Active, Senior, Pediatrics
Scherzer, Larry N., MD; Active, Senior, Pediatrics
Schiff, Evan L., MD; Active, Refer/Follow, Medicine/Internal Medicine
Schlegel, Sarah E., MD; Active, Assistant, Pediatrics
Schlott, Heather A., MD; Courtesy, Pediatrics/Intensive Care
Schmelterling, Jack A., MD; Active, Senior, Medicine/Internal Medicine
Schmidt, Benjamin H., MD; Active, Clinical Assistant, Surgery/General Surgery
Schmidt, David W., MD; Active, Assistant, Obstetrics & Gynecology
Schneiderman, Henry, MD; Active, Refer/Follow, Medicine/Internal Medicine
Schoem, Scott R., MD; Courtesy, Otorhinolaryngology
Schott, Eric, PA-C; Adjunct, Surgery/Trauma
Schramm, Craig M., MD; Courtesy, Pediatrics/Pulmonary Medicine
Schreiber, Jonathan S., MD; Courtesy, Surgery/Plastic/Reconstructive Surgery
Schuck, Elizabeth G., MD; Active, Associate, Medicine/Internal Medicine
Schuck, J. Christopher, MD; Active, Associate, Pediatrics
Schultz, Steven F., MD; Active, Senior, Orthopedics
Schuyler, Erica A., MD; Active, Assistant, Neurology
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<td>Adjunct, Pediatrics/Neonatal</td>
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Sylvester, Francisco A., MD; Courtesy, Pediatrics/Gastroenterology
Sylvester, S. Russell, MD; Active, Senior, Pediatrics
Szabo, Ronald S., MD; Active, Refer/Follow, Medicine/Internal Medicine
Szafranski, Maria G., CRNA; Adjunct, Anesthesiology
Szerejko, Margaret K., MD; Active, Senior, Radiology
Szyllo, Jon, PA-C; Adjunct, Orthopedics
Szymaszek, Susan M., APRN; Adjunct, Pediatrics

T
Tabaka, Mark, PA-C; Adjunct, Emergency Medicine
Taboada, Ricardo J., MD; Active, Clinical Assistant, Anesthesiology/Pain Management
Tally, Kevin J., MD; Active, Assistant, Medicine/Cardiology
Tandon, Manish, MD; Active, Associate, Surgery/General Surgery
Tandy, Bruce J., DMD; Active, Assistant, Dentistry
Tansino, Gary F., MD; Active, Refer/Follow, Medicine/Hematology/Oncology
Tarantino, Arthur E., MD; Active, Senior, Urology
Tarasiewicz, Izabela, MD; Active, Clinical Assistant, Neurosurgery
Tarre, Eve R., MSW; Clinical Affiliate, Psychiatry
Tartar, Sarah J., PhD; Consulting, Psychiatry/Psychology
Taylor, Amy M., MD; Active, Clinical Assistant, Psychiatry/General/Adult
Taylor, Linda T., MD; Active, Senior, Obstetrics & Gynecology
Teiger, Michael B., MD; Courtesy, Medicine/Pulmonary
Teitelbaum, Caren B., MD; Active, Assistant, Psychiatry/General/Adult
Tenbrook, Julie, APRN; Adjunct, Psychiatry/Child/Adolescent
Tessema, Belachew, MD; Courtesy, Otorhinolaryngology
Thayer, Elizabeth S., PhD; Clinical Affiliate, Psychiatry
Thibeault, Susan M., CRNA; Adjunct, Anesthesiology
Thielman, Mary J., APRN; Adjunct, Surgery
Thomas, Latesha I., MD; Active, Clinical Assistant, Pediatrics
Thomas, Cybill S., APRN; Adjunct, Medicine/Gastroenterology
Thomas, Leonora F., APRN; Adjunct, Medicine/Cardiology
Thompson, Jeffrey P., MD; Active, Clinical Assistant Medicine/Cardiology
Thompson, Judy J., CRNA; Adjunct, Anesthesiology
Thompson, Sara M., APRN; Adjunct, Medicine
Thompson, Paul D., MD; Active, Senior, Medicine/Cardiology
Thomson, Jeffrey D., MD; Courtesy, Orthopedics
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Tienman, Mona L., PsyD; Consulting, Psychiatry/Psychology
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Tigada, Supriya Maruti, MD; Active, Clinical Assistant, Medicine/Hospital Medicine
Tilden, Fred F., MD; Active, Clinical Assistant, Emergency Medicine
Tilton, Dorey E., CRNA; Adjunct, Anesthesiology
Tingey, Ian C., DDS Courtesy Dentistry/Oral-Maxillofacial Surgery
Tinnesse, Peter J., CRNA; Adjunct, Anesthesiology

Tishler, Darren S., MD; Active, Associate, Surgery/Bariatrics
Todd, Lynne M., MD; Active, Refer/Follow, Medicine/Internal Medicine
Todd, Henry D., MD; Active, Refer/Follow, Medicine/Internal Medicine
Toffolon, Edward P., MD; Active, Refer/Follow, Medicine/Gastroenterology
Tolani, Pooja D., MD; Active, Refer/Follow, Medicine/Internal Medicine
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Tress, Jonathan H., MD; Active, Senior, Medicine/Infectious Disease
Trono, G. Thomas, MD; Active, Refer/Follow, Urology
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Tulikangas, Paul K., MD; Active, Associate, Obstetrics & Gynecology
Turcotte, Jenna B., PA-C; Adjunct, Emergency Medicine
Turner, Gregory T., MD; Active, Associate, Radiology
Twick, Michele C., MD; Active, Refer/Follow, Medicine/Internal Medicine

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Ullitsch, Darcy, APRN; Adjunct, Surgery
Underhill, David J., MD; Active, Senior, Cardiac Surgery
Underwood, Michael J., MD; Active, Senior, Medicine/Internal Medicine
Ungar, Martin J., DMD; Active, Senior, Dentistry
Upham, Stephen, MD; Active, Refer/Follow, Medicine/Internal Medicine
Uphoff, Dean F., MD; Active, Senior, Pathology/Lab Medicine
Urbanski, Steven R., MD; Active, Senior, Radiology
Uyekliong, Marc Madison C., APRN; Adjunct, Medicine
Valdez, Tulio A., MD; Courtesy, Otorhinolaryngology
Van Duinen, Michelle L., APRN; Adjunct, Psychiatry
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Van Stolk, Rosalind U., MD; Active, Refer/Follow, Medicine/Gastroenterology
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Venti, Rozann F., MD; Active, Associate, Medicine/Internal Medicine
Verdura, Nicholas, MD; Active, Refer/Follow, Surgery/Colon and Rectal Surgery
Vergara, Cuneogundo, MD; Active, Senior, Medicine/Hospital Medicine
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Versland, Mark R., MD; Active, Refer/Follow, Medicine/Gastroenterology
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Vine, Hugh S., MD; Active, Senior, Radiology
Vischio, John A., MD; Active, Clinical Assistant, Medicine/Rheumatology
Vitale, Marie P., MD; Active, Clinical Assistant, Medicine/Internal Medicine
Vithala, Anil K., MD; Active, Clinical Assistant, Medicine/Internal Medicine
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Voytek, Theresa M., MD; Active, Senior, Pathology/Lab Medicine

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Wagner, Brian K., DPM; Courtesy, Surgery/Podiatry
Wagner, Joseph R., MD; Active, Senior, Urology
Wainscoat, Booth, DO; Active, Assistant, Medicine/Infectious Disease
Wakefield, Andrew E., MD; Active, Senior, Neurosurgery
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Walden-El, Dawn D., PA-C; Adjunct, Medicine
Walker, Deborah A., APRN; Adjunct, Medicine/Internal Medicine
Walker, Nelson C., MD; Active, Refer/Follow, Medicine/Internal Medicine
Walker, Scott J., MD; Active, Assistant, Medicine/Internal Medicine
Wallace, Keri A., MD; Active, Clinical Assistant, Pediatrics
Wallace, Deborah, CRNA; Adjunct, Anesthesiology
Walters, David L., MD; Courtesy, Surgery/Colon and Rectal Surgery
Walters, Cheryl A., MD; Active, Refer/Follow, Medicine/Internal Medicine
Ward, Martin, MD; Active, Senior, Ophthalmology
Wang, Alicia, MD; Active, Assistant, Pediatrics/Cardiology
Ward, Thomas P., MD; Active, Clinical Assistant, Ophthalmology
Warren, Matthew S., MD; Active, Clinical Assistant, Pediatrics
Waskowitz, Robert S., MD; Active, Refer/Follow, Orthopedics
Wasserstein, David A., MD; Courtesy, Medicine/Pulmonary
Waszynski, Christine M., APRN; Adjunct, Medicine
Watson, Carol L., MD; Active, Clinical Assistant, Obstetrics & Gynecology
Watson, H. Kirk, MD; Active, Senior, Orthopedics
Wawrzyniak, Irene, APRN; Adjunct, Psychiatry
Weaver, Richard A., DO; Active, Assistant, Anesthesiology
Webb, Natalie C., MD; Active, Clinical Assistant, Obstetrics & Gynecology
Weidner, Deborah A., MD; Consulting, Psychiatry/Adult/Child/Adolescent
Weinerman, Harry C., MD; Active, Senior, Pediatrics
Weinreb, Steven L., MD; Active, Senior, Medicine/Internal Medicine
Weinstei, Robert J., PhD; Consulting, Psychiatry
Weinstein, Nancy J., MD; Active, Senior, Anesthesiology
Weischedel, Anne-Katrin, MD; Active, Refer/Follow, Medicine/Internal Medicine
Weiser, Jeffrey S., MD; Active, Assistant, Medicine/Gastroenterology
Weiss, Alyssa B., APRN; Adjunct, Pediatrics/Neonatal
Weiss, Linda, DO; Active, Assistant, Medicine/Internal Medicine
Weiss, Richard G., MD; Courtesy, Surgery/Pediatric Surgery
Weiss, Karina R., MD; Active, Clinical Assistant, Psychiatry/General/Adult
Wells, Kenneth H., MD; Active, Senior, Anesthesiology
Welsh Obey, D’Anna, PA-C; Adjunct, Surgery
Wencker, Detlef, MD; Active, Assistant, Medicine/Cardiology
West, Paul B., MD; Active, Refer/Follow, Medicine/Internal Medicine
Wethered, Michelle C., PA-C, Adjunct, Neurosurgery
Whitaker, Charles H., MD; Courtesy, Neurology
White, Jonathan A., MD; Active, Refer/Follow, Medicine/Gastroenterology
White, Edward J., MD; Courtesy, Surgery/General Surgery
Whitehead, David E., DDS; Courtesy, Dentistry
Wickwire, James C., MD; Active, Senior, Anesthesiology
Wilbert, Denise L., PA-C; Adjunct, Surgery
Wiley, James F., MD, MPH; Courtesy, Pediatrics/Emerg Medicine
Wiley, Catherine C., MD; Active, Associate, Pediatrics
Advanced care is not always enough to do everything possible for our patients. Sometimes, we need new technology. Or new training for our physicians. Or enhanced programs and facilities. And that’s why we’re so thankful to donors who help us in so many ways, from establishing the Tallwood Urology and Kidney Institute to adding 26 private rooms to our emergency department. There are so many people who have gone above and beyond to help us provide care that’s beyond advanced.
WHY ACADEMIC MEDICAL CENTERS PROVIDE THE GOLD STANDARD OF CARE

One reason Hartford Hospital consistently delivers beyond advanced care is that it is an academic medical center. This places us in an elite group of American hospitals characterized by intellectual rigor, constant innovation and a high concentration of experts in numerous disciplines. These attributes form the foundation of our unsurpassed quality of care and enabled the many “firsts” highlighted in this report.

A COMMUNITY OF LEARNING

Every year, Hartford Hospital educates nearly 1,000 medical students, residents and fellows, as well as hundreds of nurses and other health professionals. Being a major teaching facility creates a constant flow of knowledge that heightens quality of care and stimulates intellectual curiosity.

CONTINUOUS INNOVATION

Our emphasis on education, coupled with our robust clinical research programs, helps ensure that our physicians, surgeons and other professionals are always at the leading edge of medical knowledge. This passion for innovation is why Hartford Hospital is so often the first in the region to offer the most advanced technologies and treatments.

ATTRACTING AND RETAINING EXPERTS

Professionals who are the best in their fields want to practice at medical centers known for acquiring and disseminating new knowledge, embracing best practices and implementing innovation. That’s why Hartford Hospital attracts and retains some of the finest medical minds in the world.

PERFECTION THROUGH SIMULATION

Hartford Hospital’s Center for Education, Simulation and Innovation embodies the best of academic medical centers. At CESI, experts teach best practices to the experts of the future using high-technology simulation to allow learners to perfect techniques before employing them with human patients. CESI is distinguished, not only by its excellence in teaching and technology, but by its scale and its role in the worldwide medical community. People associated with hospitals, colleges/universities, defense/first responder groups and medical device companies come to CESI for training. Last year, CESI provided more than 6,600 training sessions for individuals from the U.S. and numerous other countries. Increased demand for CESI’s services will result in its tripling in size by the end of 2014.

Education, innovation, expertise and a commitment to ensuring excellence. These are the features of an academic medical center and of a great hospital—like Hartford Hospital.
71. Community Involvement

Each year Hartford Hospital contributes to the community in the form of support for other non-profit organizations. The hospital makes donations, forms partnerships, offers financial support or supplies in-kind services to a large number of agencies. In addition, Hartford Hospital staff serve the community by working with local agencies and taking part in the events sponsored by these organizations. The following is a list of those agencies that have both benefited from the hospital and, in turn, brought benefit to the hospital.

Achieve Hartford!
Alzheimer's Association
American Cancer Society
American Diabetes Association
American Heart Association
American Liver Foundation
American Lung Association
American Red Cross
American School for the Deaf
Analeh Show
Assn. for Community Health Improvement (ACHI)
Asylum Hill Family Center
Aurora Women & Girls Foundation
Brain Injury Alliance
Bushnell Performing Arts Center
Capital Community College
Capital Region Education Council (CREC)
Central Area Health Education Center (CAHEC)
Charter Oak Health Center
Children's Museum
Chrysalis Center, Inc.
Community Partners in Action
Community Renewal Team
Connecticut Cancer Partnership
Connecticut Children's Medical Center
Connecticut Forum
Connecticut Science Center
CT Council for Philanthropy
CT Department of Public Health Advisory Group
CT Institute for Community Development
CT Tobacco Health Trust Fund
Cystic Fibrosis
Domestic Violence Advisory Board
East Seals Autism Initiative
Foodshare
Fox CT Media
Girls Scouts
Gloria House
Goodspeed Musical Education Program
Greater Hartford Arts Council
Hartford Areas Rally Together (HART)
Hartford Courant
Hartford Dept of Health & Human Services
Hartford Fire Department
Hartford Foundation for Giving
Hartford Gay & Lesbian Health Collective
Hartford Marathon
Hartford Public High Schools
Hartford Stage
Hartford Symphony Orchestra
Hartford Winterfest
Hispanic Health Council
Interval House Domestic Violence Shelter
Ivan Backer Scholarship
Junior Achievement
Juvenile Diabetes Foundation
Latino & Puerto Rican Affairs Commission
Leukemia & Lymphoma Society
LifeChoice Donor Services
Mandell Jewish Community Center
March of Dimes
Maria Sanchez Foundation
Mary's Place
MetroHartford Alliance
Mt. Sinai Rehabilitation Hospital
Muslim Coalition of CT
My Sister's Place
NAACP
National Conference for Community & Justice
National Multiple Sclerosis Society
North Central CT Emergency Medical Services
Omega Foundation
Open Hearth Shelter
Our Piece of the Pie
Parent Academy (LAP La Academia de los Padres)
Polycystic Kidney Disease
Puerto Rican Day Parade
Riverfront Recapture, Inc.
Ryan Martin Wheelchair Basketball Camp
Salvation Army
Silk City Chorus
SOTENI Intl to Prevent the Spread of AIDS
South Marshall Street Shelter
South Park Inn Homeless Shelter
Southside Institutions Neighborhood Alliance
Spanish American Merchants Association
St Francis Hospital
Trinity College
Tuberculosis Advisory Committee
UConn Health Center
United Way
University of Hartford Hospital
Urban League of Greater Hartford, Inc.
Village for Families & Children
Wadsworth Atheneum
Walgreen's Pharmacy
Westfarms Mall
YMCA of Greater Hartford
Young Israel of West Hartford
YWCA of Greater Hartford Hospital

**SUPPORT GROUPS**

Addiction Self Help Groups
Advanced Prostate Cancer Support Group
Autoimmune Disease & Fibromyalgia Support Group
Bereavement Support Group
Breathe Easy Relapse Prevention
Cancer New Beginnings Support Group
Cancer Wellness Series
Diabetes Life Care Support Group
Divorced Women’s Empowerment Group
Epilepsy Support Group
Grain Tumor Support Group
Grief Support Group
Latina Women’s Support Group
Look Good, Feel Better
Major Mental Illness Support Group
My Avenging Angel
Ovarian Cancer Support Group
Prostate Cancer Support Group
Schizophrenia Family Support
Spanish Bereavement Support Group
Spanish Look Good, Feel Better
Spouse Prostate Cancer Support Group
Transplant Patients Support Group

**EDUCATIONAL PROGRAMS**

Advanced Cardiac Life Support
An Introduction to Schizophrenia
Antibiotic Resistance Research
Are You at Risk for Breast Cancer
Art Therapy
Barrett’s Esophagus
Basic Cardiac Life Support
Behold the Mighty Human Liver
Bipolar Disorder
Can You Hear Me Now?
Colon Cancer
Concussion Clinics at Training Camps
Crohn’s Disease and Ulcerative Colitis
Diabetic Foot Disease
Get Stroke Savvy!
Groin Pain: Muscle Injury or Hernia?
Hartford Public HS Nursing Academy
Heart Failure
Heat Wave Dangers
Hepatitis
Hip and Knee Pain
Hoarding Study
How to Effectively Treat Arthritis
Journey from Mammogram to Treatment
Kidney Failure
Life after Prostate Cancer
LIFE STAR Safety Program
Maintain Your Health as You Age
Melanoma and Skin Cancer
Mindfulness-Based Stress Reduction
Myeloma Update
National Youth Leadership Forum
Non-Hodgkins Lymphoma

Oh, My Aching Head!
Organ Donation
PAD: What You Need to Know
Pancreatic Disease
Parenting Skills
Post Traumatic Stress Disorder
Problem Wounds
Read to Grow
Shoulder Pain
Sleep Apnea
Sleep Disorders and Obesity
Sports-Related Injuries
Thyroid Cancer
Urinary Incontinence & Pelvic Organ Prolapse
Vertigo: What Sets Your World Spinning?
Wellness Balance
West Nile & Lyme Disease
When Wheat Is the Enemy

**HEALTH FAIRS, SPECIAL EVENTS, HEALTH SCREENINGS AND EDUCATION**

Black Men’s Health Project
Bone Marrow Drive
Citadel of Love Church
City of Hartford Healthy Family Health Fair
Clark Street School
Colorectal Screenings by Mail
Colt Manufacturing
Cross Street AME Zionist Church
Crossroad Church
Depression Screening Day
Enfield Wellness Center
Family Caregiver Days
Financial Reality Fair for High School Students
First Cathedral Wellness Fair
Global Communication Elementary School
Gloria House
Goodrich
Hamilton Sunstrand
Hartford Science Fair
Healthy Men Expo
Hispanic Health Council
Holy Temple Church
Institute for Hispanic Families
Mammogram Day
Manchester Senior Center
Mental Health Capitol Region Center
NAACP Health Fair
Northeast Utilities
Northend Senior Center
Parker Memorial Community Center
Senior Expo
Sickle Cell Walk
Smoking Cessation Screenings
Southend Senior Center
Spanish American Merchants Association
St. Justine’s Health Fair
Take Charge of Your Health
The Retreat
Triumphant Church of God
West Hartford Health Fair
Wilson Congregational Church
72. 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.

73. Values:
- integrity
- caring
- excellence
- safety
## 74. Locations in Connecticut

**Avon**
- Helen & Harry Gray Cancer Center
  - 80 Fisher Drive
- Family Health Center
  - 339 West Main Street
- Family Wellness Center
  - 100 Simsbury Road

**Enfield**
- Family Health Center
  - 100 Hazard Avenue

**Glastonbury**
- Glastonbury GI Center
  - 300 Western Boulevard
- Glastonbury Surgery Center
  - 195 Eastern Boulevard
- Hartford Hospital Healthcare Center
  - 704 Hebron Avenue
- Hartford Hospital Healthcare Center
  - 330 Western Boulevard

**Hartford**
- Hartford Hospital
  - 80 Seymour Street *(Primary Location)*
- Hartford Institute of Living
  - 100 Retreat Avenue

**Newington**
- Cedar Mountain Commons
  - 3 John H. Stewart Drive
- Hartford Hospital Eye Surgery Center
  - 505 Willard Avenue
- Hartford Hospital Rehabilitation Network, Home Office
  - 181 Patricia M. Genova Drive
- Jefferson House
  - One John H. Stewart Drive

**West Hartford**
- Hartford Hospital Wellness Center
  - Blue Back Square, 65 Memorial Road
- West Hartford Surgery Center
  - Blue Back Square, 65 Memorial Road

**Wethersfield**
- Family Health Center
  - 1260 Silas Deane Highway
- Sleep Disorder Center
  - 1260 Silas Deane Highway

**Windsor**
- Family Health Center
  - 1060 Day Hill Road
