Throughout this annual report, you will see photographs that morph historic, archival Hartford Hospital photographs with our current images. The front cover is a combination of an archival image circa 1880 of a horse-drawn ambulance bringing a patient to Hartford Hospital. Above the ambulance, you will see LIFE STAR, Hartford Hospital’s critical-care air ambulance service which transports 1,700 patients every year. The inside cover is a combination of an archival aerial image of the Hartford Hospital campus circa 1937, combined with a 2014 aerial photo.
This is a special year, as we mark our 160th anniversary.

The year 2014 celebrates 160 years of Hartford Hospital’s innovation, advances in medicine and community service. Here, advances in medicine take place each and every day.

Hartford Hospital was born in the wake of an industrial disaster – the 1854 explosion at a Hartford railroad car factory that killed 19 and injured 23 workers. There was no central place to care for the injured. In response, civic leaders came together to found Hartford Hospital. The community created our hospital, and we have cared for that community ever since.

Given our roots, it is not surprising that emergency preparedness and response are our most important functions. Hartford Hospital is the region’s only Level I trauma center, offering the most advanced level of care for the injured. Hartford Hospital is the home of LIFE STAR, our critical-care air-medical transport service, which will celebrate its 30th anniversary in June.

We are a leader in emergency response best practices. Hartford Hospital is one of the founding partners of what is now known as the Hartford Consensus. National leaders convened at Hartford Hospital and developed recommendations to improve mass-casualty-event protocols. We became the first hospital in the nation to implement these new standards. This fall, with a generous donation from the Hartford Hospital Auxiliary, we installed special bleeding-control bags across our campus. At Hartford Hospital, it’s our job to think about the unthinkable. Not only are we ready to respond to a disaster, we also are helping to shape national policy for first responders.

At a time when inpatient volume is dropping nationwide, Hartford Hospital is one of only four hospitals in the state growing in overall volume. We’ve seen year-over-year increases in major service lines, ambulatory surgery and outpatient services. Our transfer center volume grew 16 percent over the previous year. These services are not in silos. In accordance with Hartford HealthCare’s vision of coordinated care, we ensure that patients get the right care in the right place, and we create smooth transitions back to community care. In addition, our operational performance is strong, and we are on target to meet our financial goals.

The Hartford HealthCare Cancer Institute, including Hartford Hospital, recently was named the charter member of the Memorial Sloan Kettering (MSK) Cancer Alliance, a partnership that will bring even more cutting-edge treatments to our community. Hartford Hospital clinicians will conduct clinical trials right here in our community and are participating on MSK disease management teams and in MSK research. Hartford Hospital has enhanced behavioral health care by renovating our emergency psychiatric unit, reconfiguring the way care is delivered and engaging the community in Stop the Stigma, a campaign to end negative perceptions too often associated with mental illness. Our hospital consistently receives numerous awards and recognition, including being listed by U.S. News & World Report as the number one hospital in the region and the best in 11 specialties.

In a tough time for health care, we look to the future with strength and confidence, building on the past to create an even better future. We have just broken ground on our world-class Bone & Joint Institute. We will begin a major expansion of our Center for Education, Simulation and Innovation, which has become a global hub for advanced medical training and health-technology partnerships.

As a Hartford HealthCare member, we are committed to providing high-value care to create healthier towns and cities. We have a rich history, and our commitment to the people we serve has not changed in 160 years.

Sincerely,

Stuart K. Markowitz, MD, FACR
President, Hartford Hospital & Hartford Region
Senior Vice President, Hartford HealthCare
Beyond Advanced: Then & Now

From its inception 160 years ago, Hartford Hospital has been a leading force of change and innovation, with an unwavering commitment to providing the best, most advanced care. And time has revealed dramatic changes—from horse-drawn ambulances to LIFE STAR; from the rudimentary medical-training doll named Mrs. Chase to cutting-edge medical mannequins that breathe, speak and react to treatment. Hartford Hospital has helped drive this amazing evolution, providing beyond-advanced care, then and now.

Beyond Advanced, Right From the Start

In March 1854, a catastrophic explosion at Hartford’s Fales and Gray railroad-car factory killed and injured scores of workers. The event revealed that the city was not prepared to deal with mass casualties or care for people who had limited resources. City leaders rallied to the cause, and Hartford Hospital was born.

The hospital’s first new building, dedicated in April 1859, was the most advanced of its time. A model of forward thinking, it was designed for later expansion. High ceilings and large windows maximized natural light and air flow to fight disease. Other super-modern features included central heating, gas lighting and speaking tubes.

The role of the physical environment in healing was always incorporated in the hospital’s decisions. For example, tuberculosis was a major public health problem at the turn of the 20th century. When new scientific evidence showed that caring for TB patients in a separate facility prevented the spread of the disease and promoted recovery, Hartford Hospital took decisive action, creating the free-standing Wildwood Sanatorium in May 1902.

Today, its substantial campus is about to grow again, with the construction of the state-of-the-art Hartford HealthCare Bone & Joint Institute.

Responding to Disaster

The 1854 explosion that gave rise to Hartford Hospital set a tone for its future. Being prepared for emergencies, trauma and large-scale disasters was to become part of the fabric of the institution.

In 1918 and 1919, an influenza pandemic killed roughly 20 million people worldwide and more than 600,000 in the United States. Countless more fell desperately ill. Hartford Hospital took unprecedented steps and dedicated all but two of its wards to influenza patients and opened an emergency hospital on the grounds of the Hartford Golf Club.

In 1942, when the technology to obtain and store blood was still in its infancy, the city’s first blood bank was established at Hartford Hospital. After the attack on Pearl Harbor, local citizens donated 2,700 pints of blood to the new blood bank. The hospital stockpiled blood for local emergencies and sent supplies to the armed forces.

A large-scale disaster that remains the worst in Hartford’s history struck in July 1944, when fire ravaged a packed circus tent, killing 167 people and injuring hundreds more. Hartford Hospital was ready. The hospital had an emergency mobilization plan in place, as well as detailed, written protocols for treating burn victims. Thanks to the blood bank created in 1942, victims were able to receive needed transfusions.
In 1961, a fire that began in a trash chute spread through the ninth floor of Hartford Hospital’s High Building, causing 16 deaths. Hospital President Dr. T. Stewart Hamilton immediately began open discussions with staff members and brought in outside fire-safety experts to determine what hospitals everywhere could learn from Hartford’s tragedy. The effort led to changes in hospital safety practices nationwide.

The hospital took emergency response to new heights when, in 1985, it introduced LIFE STAR, Connecticut’s first critical-care helicopter service. The LIFE STAR team provides critical-care in transit for even the most complex patients. To date, it has transported more than 30,000 patients.

Today, Hartford Hospital is home to the region’s only Level 1 Trauma Center. The Trauma Center provides multidisciplinary, comprehensive emergency services 24 hours a day, 365 days a year.

**A Leader in Surgery**

Hartford Hospital’s leadership in surgery has spanned more than a century. Abdominal surgery was rare in the 19th century, but by 1901 Hartford Hospital surgeons were performing more than 100 such procedures every year. By 1907, the hospital had created a second operating room and, to ensure patient safety, acquired the latest sterilization equipment.

The miracle of organ transplantation came early to Hartford Hospital. In 1971, Hartford Hospital performed the state’s first kidney transplant. In 1984, it performed the first successful heart transplant in Connecticut, and the patient is still alive and well. The state’s first liver transplant was performed at Hartford Hospital in 1985. The hospital was also a leader in joint replacement, performing the state’s first total hip replacement in 1971.

Constantly breaking new ground in surgery, Hartford Hospital began using minimally invasive – or laparoscopic – surgical techniques in the early 1970s. Minimally invasive surgery uses only a few, tiny incisions, reducing trauma, blood loss and pain, speeding recovery. The hospital went on to earn an international reputation in the 1990s for pioneering laparoscopic gall bladder and kidney removal. In 2004, it became the first in Connecticut to use the da Vinci™ Surgical System, an advanced robotic device that enables surgeons to perform minimally invasive procedures with exquisite precision. Today, the hospital uses robotic systems to perform procedures in specialties that include urology, cardiology and gynecology.

In 2010, neurosurgeons performed Hartford Hospital’s first “awake” craniotomy. The procedure allows surgeons to operate on brain tumors, once considered inoperable, close to the brain’s language centers. The procedure is an example of Hartford Hospital’s commitment to providing patients with the most advanced medical and surgical technologies.

**Advanced Technology**

Hartford Hospital has always adopted innovative technologies. As soon as it was wired for electricity in 1899, the hospital set about obtaining the latest in medical technology. It immediately acquired the first X-ray machines and, in 1910, established an entire X-ray department under the leadership of Dr. Arthur Heublein. It acquired its first CT scanner in 1976 and, in 2002, was the first hospital in New England to install a PET/CT scanner.

The latest diagnostic and interventional imaging.
Beyond Advanced: Then & Now

Advanced Technology continued

Recognizing the benefits of enabling clinicians to practice critical skills in the safest way, the hospital in 1999 acquired its first life-like, high-technology mannequin for use in training. Today, its Center for Education, Simulation and Innovation (CESI) is a 20,000-square-foot, state-of-the-art training facility. It features multiple, computerized mannequins, a training version of the da Vinci™ robotic surgical system and the ability to simulate a range of extremely realistic scenarios. Clinicians from all over the world come to CESI to practice and perfect complex procedures in a safe learning environment. This training enhances multidisciplinary team performance, improves the quality of patient care and increases patient safety.

In 2010, Hartford Hospital opened its state-of-the-art hybrid operating room. Equipped with leading-edge medical imaging technology, the hybrid OR means patients with vascular problems such as aneurysms – potentially fatal bulges in artery walls – and blocked coronary or peripheral arteries can have both open surgery and minimally invasive procedures performed in the same room, at the same time.

Pioneering Nursing Education & Practice

When Hartford Hospital was founded, formal training programs for nurses were not common. Yet hospital leaders saw the need to create a cadre of educated, skilled caregivers. In 1877, it opened Hartford Hospital’s Training School for Nurses. The school was only the fourth school of nursing in the country. Others were in Boston, New Haven and New York City. The school, later renamed the Hartford Hospital School of Nursing, operated until 1976.

The hospital went on to demonstrate exceptional vision in developing innovative approaches to nursing care. In the 1940s, it became one of the first hospitals to institute “team nursing,” which increased nurses’ managerial roles and reallocated tasks so nurses could devote more time to caring for patients. In the 1990s, the hospital’s establishment of collaborative management teams (including nursing, medical staff and administrative leaders) to enhance decision making became a model for other hospitals nationwide.

Today, nurses at Hartford Hospital serve in a range of leadership roles. They are equal participants in decision-making and provide patients with compassionate, evidence-based care.

An Active Center of Research

In 1921, Hartford Hospital moved its much-expanded pathology department to a dedicated, three-story building, the Hall-Wilson Laboratory. The laboratory provided space for the ever-growing number of diagnostic tests. Just as important, it enabled Hartford Hospital physicians to conduct their own medical research. This led the hospital to add to its stated main purpose, “the advancement of medical knowledge by research, both clinical and experimental.”

Today, research is a vital part of Hartford Hospital, with a well-developed infrastructure to evaluate and support research, and a variety of ongoing research projects and clinical trials. In fiscal year 2014, the hospital secured $8.9 million in research funding, an impressive figure for an institution of its kind.
Healing From Within

Hartford Hospital is a leader in using approaches that address serious medical conditions endoscopically, that is, from within the patient’s body. Using sophisticated imaging and the most advanced tools, physicians can thread a tiny tube into a patient’s blood vessel through a small incision to repair aneurysms, remove blood clots in the brain that are causing stroke, replace diseased heart valves, disable heart cells that are causing abnormal heart rhythms – and more.

In 2011, Hartford Hospital became the first in New England to use an innovative tool called the Pipeline™ Embolization Device. Pipeline is a fine-mesh cylinder, or stent, that is used to treat dangerous aneurysms in the blood vessels of the brain. Implanted across the opening of the aneurysm, the Pipeline stent redirects blood flow, relieving pressure on the aneurysm sac that could lead to rupture.

Hartford Hospital in 2012 was the first 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. In 2014, the hospital was the first in Connecticut to use the implantable MitraClip® to treat debilitating mitral-valve disease in patients unable to undergo open-heart surgery.

Also in 2012, Hartford Hospital became the first center between New York and Boston to acquire the Hansen Sensei® X Robotic Catheter System. The system enables electrophysiologists to correct patients’ abnormal heart rhythms endoscopically with unprecedented precision and reduced X-ray exposure.

A National First in Cancer Care Innovation

For all of its 160 years, Hartford Hospital has been at the cutting edge of providing medical care for conditions ranging from the simple to the most complex. Its well-known leadership in cancer care was underscored in 2014 when the Hartford HealthCare Cancer Institute, which includes Hartford Hospital, was chosen as the first member of the Memorial Sloan Kettering Cancer Alliance. The alliance is designed to rapidly move innovative, evidence-based cancer care into the community, ensuring that patients receive world-class care, close to home.
At the Right Place at the Right Time:
How the Hartford Hospital trauma team saved three lives

Jill Weitknecht is lucky to be alive. A mother of three girls, she knows that every day is a gift – and she is thankful to the teams at Hartford Hospital that came together and saved her life on a fateful day in May 2013.

She had just put her two young girls to sleep for the night when she got a call from a local emergency department. Her husband, Jesse Weitknecht, had been in a terrible car accident. He was seriously injured and his brother had been killed. Jesse was taken to Hartford Hospital, and Jill – seven months pregnant with their third child – went with him. It was a decision that would later save Jill and her daughter. Concerned about her husband, Jill had no way of knowing that she herself was about to face a rare medical crisis – one that few people survive.

In the emergency department of Hartford Hospital, Jill didn’t leave her husband’s side. Friends came to comfort the couple, and as Jill went to thank them, she collapsed.

“I had an excruciating pain in my left abdomen,” she remembers, and then, almost everything went black. Overcome by nausea, chills and light-headedness, she curled into a fetal position on the floor.

Jill’s blood pressure was plummeting. The baby’s heart rate was dropping. Preliminary ultrasounds showed there was internal bleeding, but where was it coming from? Doctors suspected a complication from the pregnancy – possibly a ruptured uterus. Jill was rushed to the Caesarian section operating room on the labor and delivery unit.

In just minutes, teams of specialists converged on the room. Dr. Rosemary Quinlan, the in-house attending obstetrician that night, arrived and called in fellow obstetrician Dr. Frederick Rau. “Her blood pressure was low. She was losing a lot of blood and that meant the baby’s blood pressure was low. We had to deliver the baby,” says Rau.

Jillian and husband Jesse Weitknecht with their daughters.
“When we opened the abdomen, it was full of blood,” Quinlan says. “It was very abnormal. We knew something was very, very wrong.” Quinlan quickly delivered Jill’s baby girl and passed her to the waiting Connecticut Children’s Medical Center team. The tiny, premature infant wasn’t breathing. Her color was poor, her pulse weak. The team began chest pumps and a blood transfusion.

“There were angels with us that day,” Jill says now. “The doctors were able to save her.” Suddenly, there were two patients upstairs. And a third – Jesse, in the emergency department. As the neonatal intensive care unit (NICU) team was saving the baby’s life, the other teams fought to save Jill’s.

“Hartford Hospital has layers of specialists who are available to manage very difficult circumstances,” says Rau. “And they came through that day.” Others who sped to Jill’s side included the anesthesiology team, surgery residents, on-call general surgeon Dr. Chike Chukwumah, vascular surgeons Drs. James Gallagher and James Gallagher III, and NICU specialists.

Jill’s vital signs, and her baby’s, worsened. She was losing blood as quickly as the teams were replacing it. And the mystery remained – where was the blood coming from?

“It appeared to be the kind of injury you see when you have a true trauma, a high-velocity penetrating injury. Almost like a gunshot wound,” remembers Dr. Chike Chukwumah. “This is what a Level 1 Trauma Center is all about. When someone is decompensating rapidly, they won’t survive unless you have multiple teams working in a synchronized fashion. There are not a lot of Level 1-designated trauma centers and that’s why.”

Doctors worked quickly and systematically searched Jill’s body, examining every organ until they found the source of the bleeding – her spleen. The diagnosis would save her life. Jill’s splenic artery had an aneurysm, a malformation that ruptured. The rupture caused a massive internal hemorrhage. The surgical team worked with intensity and precision, removing the spleen and repairing the damaged blood vessels. After the bleeding subsided, Jill was transferred to the care of specialists in Hartford Hospital’s intensive care unit. She would spend 10 days in the hospital. But she – and her daughter, Jessie Ann, would survive.

A ruptured splenic artery aneurysm in pregnancy is a “very high-mortality, high-morbidity illness,” says Chukwumah. “It is typically fatal.” The national statistics are frightening. Most infants, 97 percent, do not survive a mother’s splenic aneurysm rupture. And fewer than 30 percent of mothers survive. Chukwumah says Jesse’s car accident could be considered a “blessing in disguise,” because it meant that Jill’s rupture occurred at Hartford Hospital, the region’s only adult Level I Trauma Center.

Doctors say a story like this illustrates the strengths of Hartford Hospital. “It was the middle of the night. To have the resources available at that time of night requires a large, tertiary care teaching hospital, and Hartford Hospital was really the perfect place for those teams to come together,” Rau said. “Jill was lucky to be at a hospital like Hartford that could provide those services on an immediate basis.”

Despite the devastating loss of his brother, Jesse feels blessed. His injuries have healed. Jill is a healthy, active mother of three little girls. Jessie Ann is walking, talking and thriving. Still, Jill says life has changed. She is more thankful, more appreciative of the little moments, moments she might have missed were it not for Hartford Hospital.

“I’m told I’m a miracle,” Jill says. “I think my doctors are miracles and her doctors are miracles. Because, without them, I wouldn’t be sitting here, and she wouldn’t be sitting here … By the hand of God, I was in the right place at the right time.”
Changing National Protocol After Mass Casualty Events

Hartford Hospital is a leader in emergency response best practices and is one of the founding partners of what is now known as the Hartford Consensus. National leaders convened at Hartford Hospital and developed recommendations to improve mass-casualty-event protocols. In the fall of 2014, Hartford Hospital became the first hospital in the nation to implement the new standards. After a generous donation from the Hartford Hospital Auxiliary, Hartford Hospital installed special bleeding-control bags across the campus. The goal is to reduce deaths among victims of shootings, bombings, or other intentional mass-casualty events by enabling bystanders to quickly stop the hemorrhaging that can be deadly.

“Simply put – if we can stop the bleeding, we can save lives,” says Dr. Lenworth Jacobs, vice president of Academic Affairs, chief academic officer and trauma surgeon with Hartford HealthCare. The initiative grew out of recommendations by the Hartford Consensus, a collaborative group of senior national leaders from law enforcement, medicine, emergency response and the military. Jacobs spearheaded the group’s creation through the American College of Surgeons following the December 2012 school shootings in Sandy Hook, Connecticut. Jacobs’ leadership was recognized when he was invited to brief Vice President Joseph Biden about the Hartford Consensus and its recommendations. At that meeting, Dr. Kevin O’Connor, who is Biden’s physician and a National Security Council staff member, presented Jacobs with the White House Medical Unit Medallion in recognition of the work of Hartford Consensus. Jacobs also was honored as a “Health Care Hero” by the Hartford Business Journal.

Each bleeding-control kit contains tourniquets, bandages, shears and hemostatic dressings designed to retard blood loss.

The project is rapidly expanding nationwide. “So far,” says Jacobs, “we’ve trained more than 80,000 police officers; 12,000 FBI agents; and more than 1,000 Connecticut state troopers to use the kits. The Hartford Consensus doctrine has been adopted by all these groups.” Jacobs notes that bystanders who applied makeshift tourniquets to victims of the 2013 Boston Marathon bombing saved many lives. With the bleeding-control kit initiative, he says, “We are creating citizen first responders who are empowered, trained and equipped to save lives.”
Hartford Hospital OR circa 1896 combined with today's daVinci™ Robotic Surgery console.
Jessica Goldman may have had her whole life ahead of her... but she couldn’t see it. She felt hopeless, as though the world would be better off without her.

Outgoing, athletic and a competitive diver, Jessica felt increasingly isolated by emotions she didn’t understand. “I felt very lost, alone and confused,” Jessica says. “It was very hard to explain to people, even my parents, how I was feeling.” Those feelings built up within her until, one night, she was overwhelmed and consumed by panic. Her parents knew she needed expert help. They found it at Hartford Hospital.

In the emergency psychiatric unit, experienced physicians and nurses provided the understanding and compassion Jessica needed to feel calmer and more secure. A nurse, learning about Jessica’s love of the water, gave her a fuzzy, stuffed toy – a replica of Disney’s plucky little animated fish, Nemo. “I sometimes think of how different my first experience might have been if that nurse hadn’t been so caring,” says Jessica.

Jessica was admitted to the Institute of Living, Hartford Hospital’s psychiatric division, where she spent a week as an inpatient. “I had no idea what to expect, but it was the best experience I could have had,” she says. “Everybody there was so kind and caring. They really made the effort to understand. They listened to me more than I’d ever been listened to in my life. I felt that they genuinely cared and really wanted me to get better.”

After discharge, Jessica entered the Institute of Living’s Young Adult Services Program. The outpatient program is specially tailored to the mental health needs of people ages 17 to 26. It helps young people recover from their illness, manage their condition and make the transition back into their usual activities. Group therapy sessions are a major component of the program. “I started to thrive in the Young Adult Program,” Jessica says. “Having that connection with peers was something I’d been missing. There was a common understanding that you’re struggling right now, and we’re going to help you get through it no matter what.”

A Young Life Restored
Jessica graduated from Young Adult Services – and from high school – in the spring 2012. At the height of her illness, she feared she would not be well enough to attend college. But that fall, she entered Central Connecticut State University. “That’s when I said, ‘There is a light at the end of the tunnel, and I have a great future.’ When I got into college, I excelled. It was really like a fresh start for me.”

Today, Jessica is thriving. She’s majoring in psychology and still diving. She also works as the young adult coordinator for the Connecticut chapter of the National Alliance on Mental Illness. She arranges community-based support groups statewide for young people with mental health issues. As Jessica knows from experience, “Mental illness is very stigmatized. It’s hard for people this age to seek help.”

Fortunately, Jessica overcame that stigma and sought help from the region’s leader in mental health care. Thanks to Hartford Hospital, she was able to both reclaim her own life and reach out to others. “In a way, I feel that this job is helping me give back,” Jessica says. “I can never do enough to give back to all the people who helped me.”

A nurse, learning about Jessica’s love of the water, gave her a fuzzy, stuffed toy – a replica of Disney’s plucky little animated fish, Nemo.

“I sometimes think of how different my first experience might have been if that nurse hadn’t been so caring.”

Jessica Goldman was able to recover because she sought treatment. But many people who struggle with mental health issues are reluctant to do so because of the stigma too often associated with mental illness. That’s why, in late 2013, Hartford Hospital launched the Stop the Stigma campaign. The multimedia initiative, soon embraced by all Hartford HealthCare partners, invited the public to sign an online pledge to eliminate society’s prejudice against those with mental illness. To date, more than 10,000 people have signed the pledge. Learn more – and sign the pledge – at www.StopTheStigmaCT.org
Teams of the Year
The Fifth Annual Hartford Hospital Teams of the Year Competition celebrated the many innovative and strategic successes of teams across Hartford Hospital.

The awards were presented at the annual State of the Hospital meeting in November.

Patient Progression Team
Hartford Hospital’s 2013 Clinical Team of the Year

The 2013 Clinical Team of the Year was the Patient Progression Team, which engaged the entire Hartford Hospital organization to effect a truly monumental change in how patients are moved through the hospital to provide the right care, in the right place, at the right time. The team was focused on helping people return to their homes. They reduced average length of stay from 5.9 days in January to 5.6 days in August. Finalists for Clinical Team of the Year were the Improving Patient Communications Team and the Department of Hospitalists Medicine Team.

Public Safety Team
Hartford Hospital’s 2013 Clinical Support Team of the Year

The 2013 Clinical Support Team of the Year was the Public Safety Team, which responded to more than 80,000 calls for assistance and provided more than 14,000 escorts around campus, as well as dispatching LIFE STAR and rapid-response teams and managing parking. Finalists for Clinical Support Team of the Year were the Food and Nutrition Department Team and the No One Dies Alone Team.
Dawn Filippa, RN, MSN, MHA, RRT, EMTP, surgical simulation coordinator at the Center for Education, Simulation and Innovation (CESI), was named Hartford Hospital’s 2014 Employee of the Year on April 30 in a special ceremony.

Dawn has worked at Hartford Hospital since 1989. She has extensive experience in respiratory care, critical care, flight medicine, nursing, and simulation-based education. Dawn worked as a flight nurse for LIFE STAR for 17 years. While working on the helicopter, she was a flight educator and incorporated simulation and research into practice.

As the surgical simulation coordinator education specialist, her responsibilities are to develop, design, refine, and update the surgical simulation curriculum. She is the surgery resident research coordinator and oversees and participates in resident research. She also assists with training and education of the many customers that come through CESI, including the Army National Guard, Navy corpsman, medical students, and nurse anesthetist students. While working at CESI, she obtained a master’s degree in nursing and in health care administration.

Employee of the Year
Presented April 30, 2014

Dawn Filippa, RN, MSN, MHA, RRT, EMTP
Employee of the Year

Beyond Advanced:
Then & Now
Hartford Hospital Simulation Training
State-of-the-art world training facility

Connecticut’s first simulation center

Largest robotic surgery center in the Northeast

Hartford Hospital’s and the nation’s first training mannequin circa 1911, Mrs. Chase.
Executive Leadership Team

from left to right:

Jack Greene, MD
Regional Vice President
Medical Affairs

Douglas Elliot
Chair
Board of Directors

Stuart Markowitz, MD
President, Hartford Hospital & Hartford Region
Senior Vice President, Hartford HealthCare

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

Francis Parsons
First President of Hartford Hospital

First President of Hartford Hospital

First President of Hartford Hospital
Patient Safety & Quality Statistics
Time Period: October 2013 to September 2014

Key quality measures show Hartford Hospital’s commitment to excellence in patient safety and clinical care. Although our scores exceed state and national averages, we’re constantly striving for improvement.

<table>
<thead>
<tr>
<th>Measure</th>
<th>2013 Percentage Compliance</th>
<th>2014 Percentage Compliance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Acute Myocardial Infarction</td>
<td>95.09</td>
<td>99.08</td>
</tr>
<tr>
<td>Heart Failures</td>
<td>98.80</td>
<td>98.61</td>
</tr>
<tr>
<td>Surgical Care Infection Program (SCIP)</td>
<td>98.80</td>
<td>98.27</td>
</tr>
</tbody>
</table>

**Acute Myocardial Infarction (Heart Attack)**
A process-of-care measure indicating how often hospitals give treatments known to achieve the best results.

**Heart Failures**

**Surgical Care Infection Program (SCIP)**
SCIP is a national quality partnership focused on improving the safety of surgical care by reducing post-surgical complications.
## Consolidated Balance Sheet

**Year Ended September 30, 2014**

### Assets

<table>
<thead>
<tr>
<th>Item</th>
<th>2014</th>
<th>2013</th>
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</thead>
<tbody>
<tr>
<td>Cash and short-term investments</td>
<td>25,013,469</td>
<td>27,460,145</td>
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<td>Accounts receivable, less allowance for doubtful accounts</td>
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<tr>
<td>Other current assets</td>
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<td><strong>Total current assets</strong></td>
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<td>Restricted and unrestricted investments</td>
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<td>Funds held in trust by others</td>
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<td>Other assets</td>
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<tr>
<td>Property, plant and equipment net of accumulated depreciation</td>
<td>381,923,855</td>
<td>394,196,561</td>
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<tr>
<td><strong>Total assets</strong></td>
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<td><strong>$1,361,029,740</strong></td>
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### Liabilities and Net Assets

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<th>Item</th>
<th>2014</th>
<th>2013</th>
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</thead>
<tbody>
<tr>
<td>Accounts payable</td>
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<td>22,363,854</td>
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<tr>
<td>Salaries, wages, payroll taxes and amounts withheld from employees</td>
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<td>Other current liabilities</td>
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<td><strong>Total current liabilities</strong></td>
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<tr>
<td>Accrued pension and other liabilities</td>
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<tr>
<td>Bonds payable</td>
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<tr>
<td>Net assets</td>
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<td>693,952,970</td>
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<tr>
<td><strong>Total liabilities and net assets</strong></td>
<td><strong>$1,345,245,733</strong></td>
<td><strong>$1,361,029,740</strong></td>
</tr>
</tbody>
</table>

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**1854**

- **Franklin Pierce** President
- **Barack Obama**
- **34** Number of States
- **38** Average Life Span
- **2** CT Hospitals
- ***23 million** U.S. Population
- ***309 million** **3.5 million** **2010 census**

---

**2014**

- **30** President
- **50** Number of States
- **622,700** CT Population
- **79** Average Life Span
- **28** CT Hospitals

---

*1884 census
**2010 census
## Revenue & Expenses

*Year Ended September 30, 2014*

### Revenue

<table>
<thead>
<tr>
<th>Description</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net revenue from services to patients</td>
<td>1,000,796,126</td>
<td>921,252,388</td>
</tr>
<tr>
<td>Other revenues</td>
<td>123,777,349</td>
<td>163,350,559</td>
</tr>
<tr>
<td>Bad debts</td>
<td>(24,640,388)</td>
<td>(17,467,613)</td>
</tr>
<tr>
<td><strong>Total revenues</strong></td>
<td><strong>1,099,933,087</strong></td>
<td><strong>1,067,135,334</strong></td>
</tr>
</tbody>
</table>

### Expense

<table>
<thead>
<tr>
<th>Description</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries and fringe benefits</td>
<td>516,511,983</td>
<td>562,218,498</td>
</tr>
<tr>
<td>Pension</td>
<td>58,452,370</td>
<td>70,807,831</td>
</tr>
<tr>
<td>Supplies and other</td>
<td>184,897,922</td>
<td>173,575,826</td>
</tr>
<tr>
<td>Purchased services</td>
<td>220,365,850</td>
<td>168,114,547</td>
</tr>
<tr>
<td>Malpractice</td>
<td>8,526,650</td>
<td>7,796,972</td>
</tr>
<tr>
<td>Depreciation and amortization</td>
<td>48,969,262</td>
<td>48,796,972</td>
</tr>
<tr>
<td>Rental expense</td>
<td>17,574,198</td>
<td>35,186,981</td>
</tr>
<tr>
<td>Interest expense</td>
<td>8,386,515</td>
<td>5,704,487</td>
</tr>
<tr>
<td><strong>Total expenses</strong></td>
<td><strong>1,063,684,750</strong></td>
<td><strong>1,072,138,850</strong></td>
</tr>
</tbody>
</table>

**Gain/(loss) from operations**

<table>
<thead>
<tr>
<th>Description</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>MEDICARE &amp; MANAGED MEDICARE</td>
<td>1,164,896,053</td>
<td>1,095,655,043</td>
</tr>
<tr>
<td>MEDICAID &amp; OTHER GOVERNMENT</td>
<td>514,984,409</td>
<td>469,462,757</td>
</tr>
<tr>
<td>MANAGED CARE</td>
<td>765,931,674</td>
<td>743,552,989</td>
</tr>
<tr>
<td>INSURANCE &amp; OTHER</td>
<td>108,273,446</td>
<td>103,266,243</td>
</tr>
<tr>
<td><strong>Gross revenue</strong></td>
<td><strong>$2,554,085,582</strong></td>
<td><strong>$2,411,937,032</strong></td>
</tr>
</tbody>
</table>

### Gross Revenues (in percentage)

<table>
<thead>
<tr>
<th>Year</th>
<th>Medicare &amp; Managed Medicare</th>
<th>Medicaid &amp; Other Government</th>
<th>Managed Care</th>
<th>Insurance &amp; Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>45.6</td>
<td>20.2</td>
<td>30.0</td>
<td>4.2</td>
</tr>
<tr>
<td>2013</td>
<td>45.4</td>
<td>19.5</td>
<td>30.8</td>
<td>4.3</td>
</tr>
</tbody>
</table>

### Total Expenses (in percentage)

<table>
<thead>
<tr>
<th>Year</th>
<th>Salaries &amp; Fringe Benefits</th>
<th>Pension</th>
<th>Supplies &amp; Other</th>
<th>Purchased Services</th>
<th>Malpractice</th>
<th>Depreciation &amp; Amortization</th>
<th>Rental Expense</th>
<th>Interest Expense</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>48.5</td>
<td>5.5</td>
<td>17.4</td>
<td>20.7</td>
<td>.08</td>
<td>.17</td>
<td>.08</td>
<td>.08</td>
</tr>
<tr>
<td>2013</td>
<td>52.4</td>
<td>6.6</td>
<td>16.2</td>
<td>15.7</td>
<td>4.6</td>
<td>3.05</td>
<td>.07</td>
<td>.07</td>
</tr>
</tbody>
</table>
Community Benefit  Year Ended September 30, 2014

Total Community Benefit
$118,573,735
Statistical Highlights

Discharges:
- 2014: 42,755
- 2013: 41,809

Patient Days:
- 2014: 233,240
- 2013: 235,012

Average Length of Stay (in days):
- 2014: 5.46
- 2013: 5.62

Emergency Department Visits:
- 2014: 103,389
- 2013: 100,799

Total Surgeries:
- 2014: *42,007
- 2013: 39,724

Outpatient Visits:
- 2014: 110,440
- 2013: 99,038

Births:
- 2014: 3,850
- 2013: 3,666

*Includes Inpatient, Outpatient and Glastonbury Surgery Center Volumes
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Hartford HealthCare Cancer Institute

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Vice President
Research

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Bimal Patel
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Operations

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Psychiatrist-in-Chief
Institute of Living

Yvette Meléndez
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Medical Staff

Our medical staff includes some of the nation’s most-respected physicians and advanced practitioners. They are talented, compassionate and committed to providing patients with the best possible care.

A complete list of our medical staff can be viewed on our Hartford Hospital web site: **www.harthosp.org/findaphysician**
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Emergency Medicine

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Radiology

Robert Hagberg, MD
Cardiac Surgery

Victor C. Herson, MD
Pediatrics/Neonatal

Orlando C. Kirton, MD
Surgery/General Surgery

Ajay Kumar, MD
Medicine

Inam U. Kureshi, MD
Neurosurgery

Vernon Y. Kwok, DMD
Dentistry/General Dentistry

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Orthopedics

Jerry Neuwirth, MD
Ophthalmology

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Medicine/Cardiology

Witold M. Waberski, MD
Anesthesiology
Nursing Leadership

Karen Habig, RN, MS
Cardiology/Cardiac Surgery

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

Danette Alexander, DNP, RN, NEA-BC
Emergency Services/LIFE STAR

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

Maria Tackett, RN, EdD, CCRN, CEN
Professional Practice

Kim Hayes, RN, BSN, CNOR
Orthopedics

Gail Nelson, RN, MS, NEA-BC
Regulatory Readiness & Nursing Operations

Ellen Blair, APRN, NEA-BC
Psychiatry

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

Janice Cousino, RNC, MSN, CNS
Women’s Health & Ambulatory Care Services

Linda A. Richards
Pioneer in American nursing education and training.
Lady Superintendent of the Hartford Hospital Training School for Nurses, 1895 to 1897.
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 benefited from the hospital and, in turn, brought benefit to the hospital.

Organizations
American Cancer Society
American Diabetes Association
American Heart Association
American Lung Association
Anti-Defamation League
Arthritis Foundation
Assistance Dogs Unlimited
Asylum Hill Family Center
Be the Match (bone marrow drive)
Brain Injury Alliance of CT
Capital Workforce Partners
Central Area Health Education Center
Charter Oak Health Center
Chrysalis Center
City of Hartford, Department of Health & Human Services
Community Renewal Team
Donate Life New England
Epilepsy Foundation of CT
Family Life Education
Greater Hartford Male Youth Leadership Program
Hartford Fire Department
Hartford Food System
Hartford Public High School, Academy of Nursing and Health Sciences
Hispanic Health Council
iQuilt Hartford Winterfest
Journey Home
Komen Race for the Cure
Legacy Foundation
LifeChoice Donor Services
Malta House of Care
March of Dimes
Mary’s Place
Multiple Sclerosis Society
Muscular Dystrophy Association
National Spinal Cord Injury Association, CT Chapter
Red Cross
South Park Inn
Southside Institutions Neighborhood Alliance
Spanish American Merchants Association (SAMA)
The Academy for Parents
The Gloria House
United Way
Urban Alliance
YMCA of Greater Hartford
YWCA of Greater Hartford

Support Groups
Anticipatory Grief Group
Breastfeeding Support Group
Divorced Women’s Empowerment Group
Grief Support Group
Sibling Support Group
Support Group for Families Dealing With Major Mental Illness
Surgical Weight Loss: Support Group Meetings
Advanced Prostate Cancer Support Group
CHESS – Support for Cancer Patients
El Gropu de Mujeres
Medical/Psychiatric Young Adult Services Psychotherapy Group
Mended Hearts Support Group
Prostate Cancer Support Group

Educational Programs
A Diagnosis of DCIS: Stage 0 Breast Cancer
Are You at Risk for Breast Cancer?
Are You at Risk for Skin Cancer?
Ask the Experts: Pancreatic Disease
Barrett’s Esophagus: How Acid Reflux Can Cause Cancer
Behold the Mighty Human Liver
Beyond Advanced Cardiac Care: Atrial Fibrillation
Cracked, Not Broken: A Suicide Survivor’s Experience
Crohn’s Disease and Ulcerative Colitis
Finding Freedom from Hip and Knee Pain
Head and Neck Cancer: Prevention and Treatment
Healthy Living with Diabetes
Life After Breast Cancer
Life After Prostate Cancer
Localized Prostate Cancer: Detection and Treatment
Men’s Health: Are All Your Bases Covered?
Non-epileptic Spells: Diagnosis and Treatment
Overcoming Female Urinary Incontinence
Pelvic Organ Prolapse: What It Is and What Can Be Done
Reducing Myths in Child & Adolescent Mental Health
Skin Cancer: Prevention, Detection and Treatment
Surgical Treatment of Pancreatic Cancer
Treatment of Acute and Chronic Low Back Pain
Understanding Anxiety
Understanding Bladder Cancer
Understanding Heart Attack, Stroke and A-Fib
Understanding Kidney Cancer
Understanding Men’s Sexual Health
Understanding Peyronie’s Disease
Understanding Prostate Cancer
Understanding Prostate Cancer Screening
Vertigo: What Sets Your World Spinning?

Family Caregiver Days
First Class Barbershop
Hartford Science Fair
Healthy Men Expo
Hispanic Health Council
Holy Temple Church
Institute for Hispanic Families
Levas Gospel Festival Mammogram Day
Manchester Senior Center
NAACP Health Fair
Northeast Utilities
Northend Senior Center
Parker Memorial Community Center
Pentecost Deliverance Christian Ministries
Sanctuary of Faith Church
Sarah G. Rawson School
Senior Expo
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
The Village for Families and Children
West Hartford Health Fair
Wilson Congregational Church

Health Fairs, Special Events, Health Screenings and Education
Bethel A.M.E. Church
Black Men’s Health Project
Bone Marrow Drive
Capitol Region Mental Health Center
Charter Oak Health Center
Citadel of Love Church
City of Hartford Healthy Family Health Fair
Colorectal Screenings by Mail
Cross Street AME Zion Church
Depression Screening Day
Enfield Wellness Center
Trust Funds

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Frank W. Corbin Fund*
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Daniel P. Crosby Fund
Francis Crosby Fund
Ralph W. Cutler Free Bed Fund*
Ruth Brainard Cutler Fund*
Julia W. Ensign Darling Fund
Issac B. and Maria Ann Davis Fund
u/w/o John O. Davis
Pierpont Davis Fund
Calvin Day Free Bed Fund*
Edward M. Day Fund
L. A. Dickinson Fund*
Edward H. Dillon Fund*
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Austin Cornelius Dunham Training School Nurses’ Prize Fund
Sarah R. Dunham Fund*
Lucius H. Elmer Fund
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Endowment 1994 Fund
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Jane Holton Memorial Fund  
Edward Williams Hooker Free Bed Fund*  
Hospital Social Service Fund  
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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  
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Edwin B. Judell Fund  
Junior League of Hartford Free Bed Fund*  
Kenev Fund*  
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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 Marcoll Fund  
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Edith Oakley Martin Fund  
u/w/o Richard P. Martin  
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Harriett Rowley McKown Fund  
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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 Jillon Potter Free Bed Fund*  
Samuel O. Prentice Free Bed Fund*  
William H. Putnam Research Fund  
Ludwig J. Pytke, MD Chair Fund  
Barbara Coles Ralston 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 Siegal 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*  
Melanchton Storrs Fund  

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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
u/m/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*
The Zachs Endowment Research Fund

Trust Funds not held by the Treasurer of Hartford Hospital. From Bank of America as trustee:

John G. & Jane M. Austin Trust
Edwin H. Bingham Trust
Harriet Bundy Est. Trust
Willie O. Burr Trust
Elizabeth M. Burt Trust
John J. Corning Trust
David Crary, Jr, Trust
Flora M. Crary Trust
Harriet Dickman Trust
Emma B. Fehrer Trust
George Gay Trust
Leila 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

Trust Funds held by the Treasurer of 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 Burnham Fund
Silas Chapman, Jr., Fund
Mabel H.P. Clark Fund
Susan S. Clark
Caroline L. Cooley
Josephine H. Davis Fund
Charles E. Fox Fund
u/w/o Sarah Tuttle

*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.
**Affiliations**

**Primary affiliate of:**
The University of Connecticut School of Medicine, for both undergraduate and graduate medical education. Hartford Hospital has four residencies and 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**
Capital Community College

**Baccalaureate degree**
Central Connecticut State University  
Fairfield University  
Quinnipiac University  
Saint Joseph College  
Saint Joseph College of Maine  
Southern Connecticut State University  
University of Massachusetts – Dartmouth  
University of Connecticut  
University of Hartford  
Western Connecticut State University

**Master’s degree**
Boston College  
Fairfield University  
Quinnipiac University  
Russell Sage College  
Sacred Heart University  
Saint Joseph University  
State University of New York  
Thomas Jefferson University  
University of Connecticut  
University of Hartford  
University of Massachusetts – Boston  
University of Massachusetts – Dartmouth  
University of Massachusetts – Worcester  
University of Phoenix  
University of St. Louis  
Walden University  
Yale University