



#123: Taking Our Vision Personally

Elliot Joseph

Chief Executive Officer

HHC: Creating a Market-Leading Brand Experience

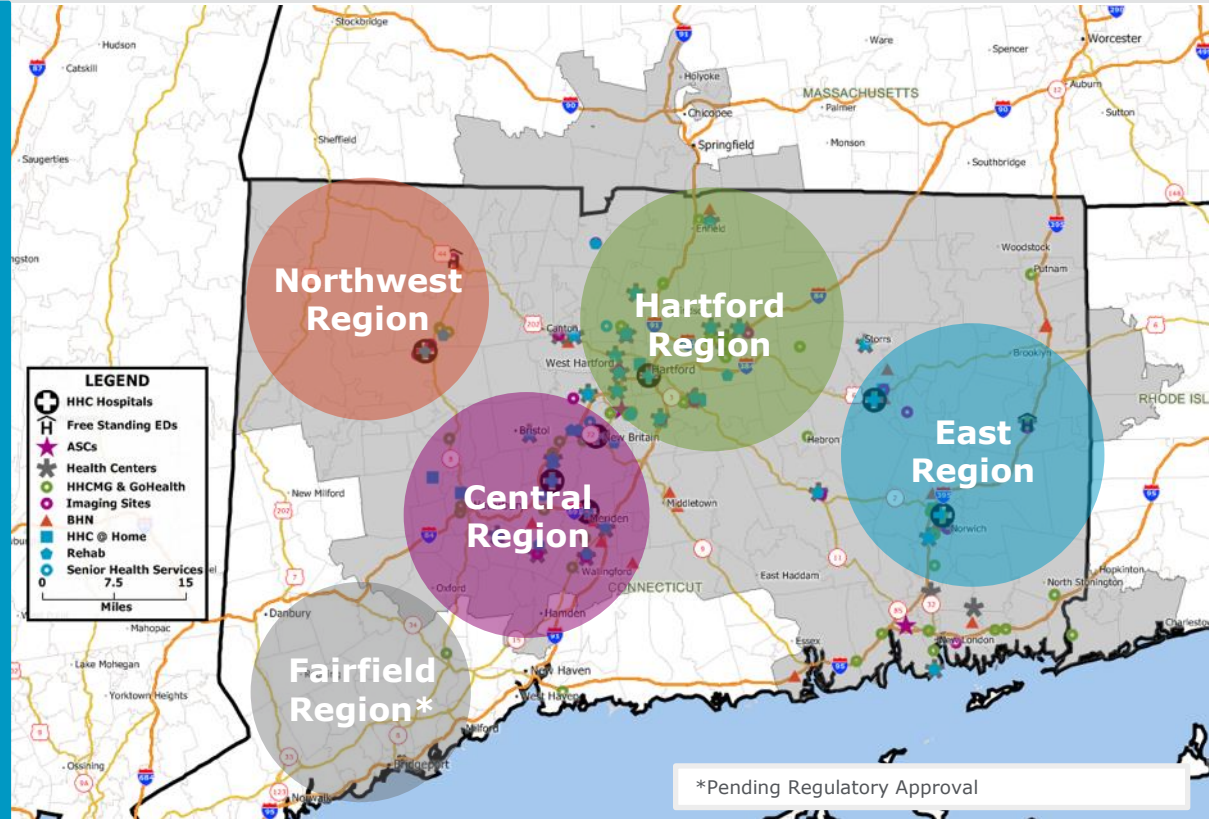


A Well-Coordinated Statewide Service Area

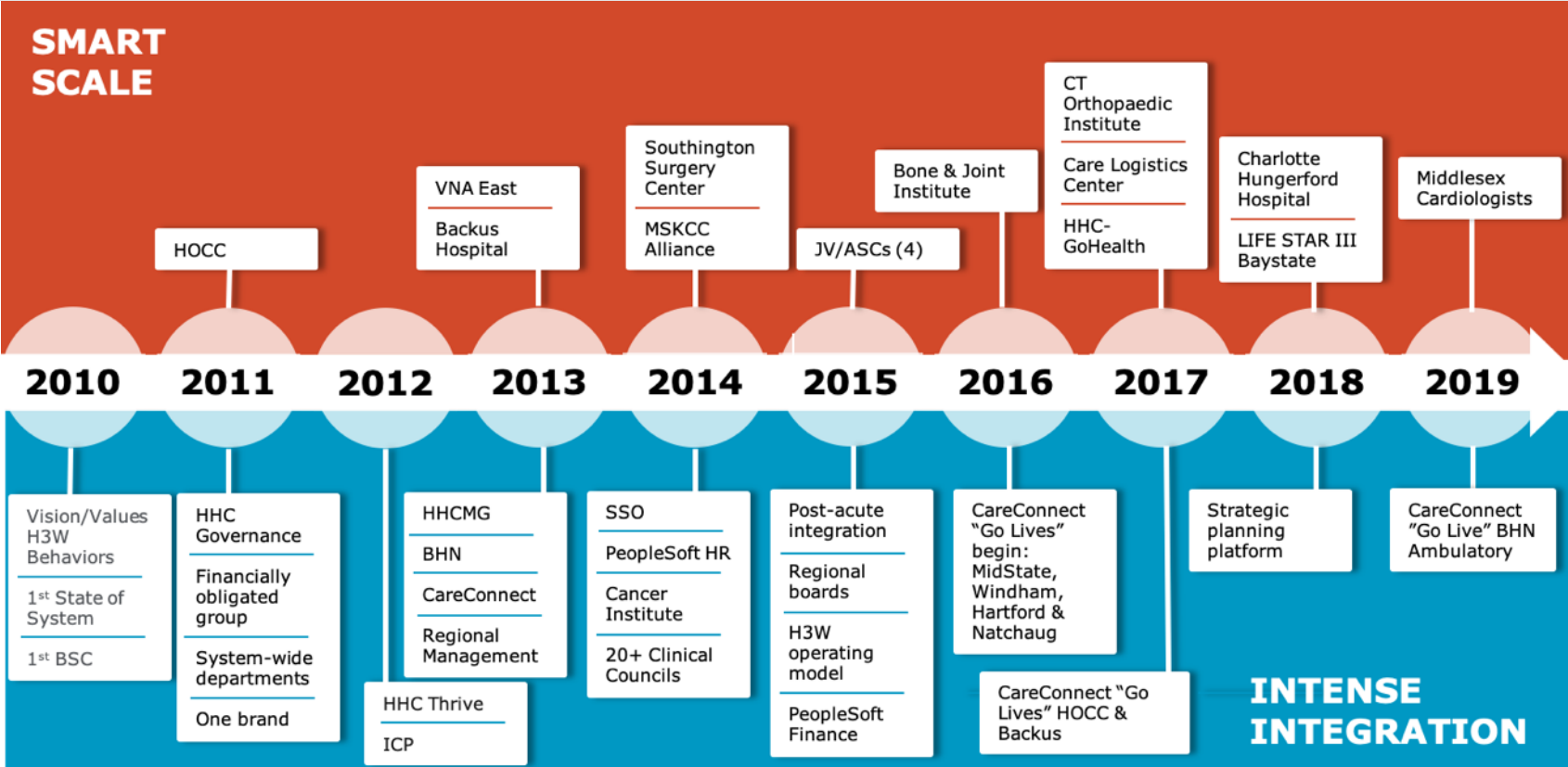
7 Hospitals
11 Surgical and Diagnostic Centers
39 Family Health Centers
20 HHC/GoHealth & Other Urgent Care Centers
33 Imaging Locations
128 HHCMG sites
313 Total Locations
147 Towns & Cities Served

21,156+ Employees
A-Rated

(data includes SVMC*)



Creating the Required Scale & Integration



A Robust Culture and Standard Operating Model

Values Guide Personal and Organization Behavior

- 1. Leadership behaviors across the system
- 2. High Reliability organization
- 3. Leadership development and support across system

Operating Model Our Tool to Get Results Every Day

- 1. Daily standard work
- 2. Huddles, rounding, mentoring
- 3. Standardized meetings, calendars
- 4. Goals cascade from balanced scorecard to individuals



How we act



How we execute.



Our Vision Informs Our Desired Experience

Most trusted for personalized coordinated care

Building Trust: The Five Ones

1

Registration

Health Record

Standard of Excellence

Bill

Relationship

Building Trust: Progress on The Five Ones



One Bill: A Statement that Replaces a Shoebox

Covered Now

HHC Acute Care Hospitals*
HHC Medical Group
HHC at Home
HHC Rehabilitation Network
LIFESTAR
Hospital-affiliated radiology centers

*Excluding Behavioral Health services

Hartford HealthCare

Guarantor Account #: [REDACTED]
Guarantor Name: [REDACTED]
Statement Date: 06/11/18
Payment Due Date: 06/10/18
Page: 2 of 2

Patient: [REDACTED] Account #: [REDACTED]
Department: HH SLEEP CTR BLOOMFLD

Our records indicate that you are financially responsible for the outstanding balance. If you are unable to pay this balance, contact Customer Service at (877) HHC-BILL to discuss financial assistance. Otherwise, please remit payment in full by the due date.

Date	Description	Charges	Insurance Pmts/Adjts	Patient Pmts/Adjts	Patient Balance
	Hospital Services (including equipment, supplies, room charges, non-physician medical staff, etc.)	\$3,620.41	-\$128.43		
02/25/18	Previous Charges		-\$543.06		
	BLUE CRO Payments		-\$671.49		\$2,948.52
	BLUE CRO Adjustments				
	Total Insurance Payments and Adjustments				
	Patient Balance				

Patient: [REDACTED] Account #: [REDACTED]
Provider: Natalya Y Thorevska, MD Department: HH SLEEP CTR BLOOMFLD

Our records indicate that you are financially responsible for the outstanding balance. If you are unable to pay this balance, contact Customer Service at (877) HHC-BILL to discuss financial assistance. Otherwise, please remit payment in full by the due date.

Date	Description	Charges	Insurance Pmts/Adjts	Patient Pmts/Adjts	Patient Balance
	Professional Services (including Physicians, APRNs, Physician Assistants, etc.)	\$1,352.65	-\$151.04		
02/25/18	POLYSOM 67-YRS SLEEP 4> ADDL PARAM		-\$1,163.85		
	ATTND		-\$1,314.89		\$17.76
	BLUE CRO Payments				
	BLUE CRO Adjustments				
	Total Insurance Payments and Adjustments				
	Patient Balance				\$2,686.68

Full Single Statement:

NOV 1, 2019

Building Trust: Introducing a System in Silo-Land

2009

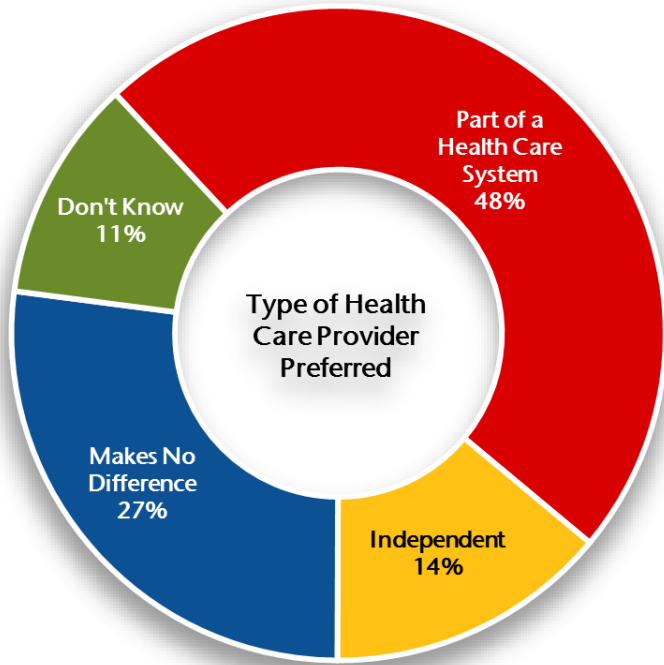
**7 of CT's
29 hospitals
were
system-affiliated**



2019

**7 of CT's
28 hospitals
are
independent**

Trust in the System-of-Care Model



**2017:
Half of HHC
service-area
respondents want
system-based care**

Coordination as a Cornerstone of the HHC Experience

Most trusted for personalized
coordinated care

Coordination: Care Logistic Center Leverages Tech

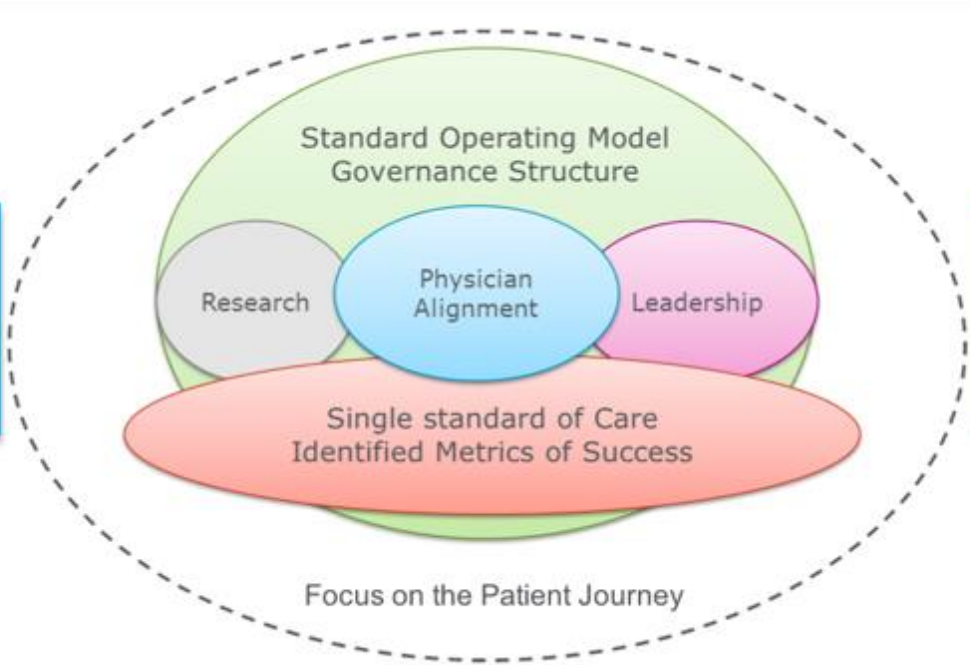
FY18

- **12% increase in transfers**
- **56% decrease in denials**
- **Of 7,171 transfers, 903 were to our community hospitals**
- **Right setting fast**



Coordination: Institutes Unify Care

Ayer Neuroscience
Behavioral Health
Bone & Joint



Cancer
Heart & Vascular
Tallwood Urology

A Personal Experience

Most trusted for personalized
coordinated care

“Every Moment Matters” in Three Key Populations

① Every Patient/Customer Matters

- All-staff experience training
- Every Moment Matters internal “marketing” campaign

② Every Employee Matters

- Training leaders to focus on key engagement issues: I feel listened to, respected, communicated to clearly and like I belong

③ Every Provider Matters

- Provider support network building and strengthening
- Self-care and wellness

Bringing a Brand Experience to Life

#123

No.1 in the Northeast by 2023

We Have the Four “Must-Haves” for #123

Agility

Culture

Talent

Technology

What We've Built to Execute: Customer Experience Center



Established Customer Experience Center:

- Receive ~120,000 survey data points weekly
- Analyze data down to unit and function levels and derive feedback
- Human-Centered Care Team partners with local leaders to create action plans around data and feedback
- At 30th in customer experience percentile ranking in 2016 – Now trending at 52nd

What We Have Built to Execute: Map to Success

Accountability	Education	Engagement
<ul style="list-style-type: none">• Unit-based performance metrics• Executive patient-experience steering committees• Patient-experience best practices• Focused plans for lower-performing units	<ul style="list-style-type: none">• Online and in-person training for all employees• Providing an exceptional experience: Making every moment matter• Values-based interactions• Service recovery	<ul style="list-style-type: none">• Fostering the culture of patient-experience ownership• Staff and provider engagement• Reward/recognition• Lean initiatives - support drivers / huddle reports• Collaboration with Quality, Risk and Patient Advocacy

What We've Built to Execute: Reward & Recognition

HHC EMMie Awards

One Award Each (Annually) for: Integrity, exceptional experience, continuous improvement and safety

\$1.1 million to honor the EMMie Award winners

- **\$25,000 donated by Hartford HealthCare to a health-related charity**
- **\$250,000 allocated by Hartford HealthCare for each of four projects that reflect the passion of each winner and will improve customer experience at Hartford**

Making it Personal

#123

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