



Interim Strategic Plan for Rockville General, a campus of Manchester Memorial Hospital

Prepared for Community Forum held on October 27, 2025

Background

For more than 30 years, Manchester Memorial Hospital (“MMH”) and Rockville General, a campus of MMH, have operated together as Eastern Connecticut Health Network (“ECHN”). While we have always functioned as one regional health system, the hospitals historically maintained separate hospital licenses, medical staffs, accreditations, and coding /billing structures.

As of **October 1, 2025**, Rockville General’s hospital license was consolidated into Manchester Memorial’s, creating **“Rockville General, a campus of Manchester Memorial Hospital.”** This transition streamlines operational functions and eliminates duplicative administrative processes — allowing more resources to be directed to patient care and staff support. We have completed the transition of all billing, HR, and compliance systems to MMH’s license structure to ensure system integration.

Purpose of the Interim Strategic Plan

This Interim Strategic Plan is being provided pursuant to Section 5(b) of the Agreed Settlement with the Office of Health Strategy dated May 23, 2025, in Docket No. 20-32405-CON (“Agreed Settlement”).

This Interim Strategic Plan outlines ECHN’s short-term operational and community priorities, including the plan for services at the Rockville General campus. The Interim Strategic Plan will be finalized after opportunity for members of the public to comment at the community forum held on October 27, 2025.

Guiding Principles

1. **Patient Safety & Quality First** – Maintain seamless, safe care across both campuses with continuous monitoring by the Department of Public Health, The Joint Commission, and outside & internal quality teams.
2. **Community Access** – Ensure continued availability of emergency, outpatient, and behavioral health services within the Rockville community and access to specialty & primary care providers throughout the region.
3. **Operational Efficiency** – Eliminate redundant inspections, audits, and reports, redirecting time and attention toward clinical investments and quality improvements.
4. **One System, One Standard** – Further standardize policies, technology platforms, and patient experience under a single license and medical record system.
5. **Transparency & Accountability** – Maintain open communication with our community, employees, and medical staff as operations evolve.

Interim Strategic Plan

The Interim Strategic Plan focuses on stabilizing current services and sustaining utilization. This includes:

- Continuing to operate with a regional approach to services through a single licensed hospital with two campuses, like the approach taken with the Hospital of Saint Raphael (now a campus of Yale New Haven Hospital) and with Milford Hospital (now a campus of Bridgeport Hospital).
- The Rockville General campus will maintain a 24/7 Emergency Department for three years following the consolidation.
- The full complement of inpatient behavioral health services currently being provided at the Rockville General campus will be maintained for three years following the consolidation and may only be relocated within thirty (30) miles. Any ultimate purchaser in the bankruptcy proceeding will assume the responsibility to maintain the Emergency Department at the Rockville General campus and maintain the complement of inpatient behavioral health services currently being provided at the Rockville General campus within thirty (30) miles of the Rockville General campus.
- Ambulatory services will continue throughout the service area for screenings, oncology, primary care services, and multi-specialty care offices and centers.
- The previous Rockville General campus locations are now offsite locations that operate under the Manchester Memorial Hospital license to include:
 - [Women's Center for Wellness](#)
 - [Urgent Care in So. Windsor](#)
 - [Evergreen Imaging](#)
 - [Ellington Y Rehabilitation](#)
- Notification will be provided to the State of any decision to reallocate inpatient beds or relocate outpatient services between the Manchester Memorial and Rockville General campuses for three years following the consolidation.

Prospect Medical Holdings, Inc., the parent organization of ECHN, is currently in Chapter 11 bankruptcy and the Manchester Hospital and Rockville General assets are currently for sale as a part of the bankruptcy process. The ultimate buyer will be required to assume the conditions of the Agreed Settlement.

Operational Priorities

- **Seamless Care Coordination:** Continue stabilizing and transferring patients to the appropriate level of care when needed, ensuring access to the right service in the right setting. Transfers may be to Manchester Memorial Hospital or other providers dependent on the services required for patient care.
- **Facility Use & Service Alignment:** Focus Rockville General campus's space on high-value programs such as geriatric behavioral health, outpatient diagnostics, and urgent/emergency care.

Commitment to the Community

The decision to consolidate was made to preserve care locally and strengthen sustainability across the region. The Rockville General campus will continue serving patients with emergency, outpatient, and behavioral health services, supported by shared system resources, clinical teams, and leadership.

The Notice of Termination of Services as set forth below was published in the newspaper and at key town locations and websites in Rockville's service area. We continue to provide inpatient and intensive care at Manchester Memorial Hospital location, less than 10 miles away.

"General medical/surgical inpatient and intensive care unit ("ICU") services have been terminated at Rockville General Hospital located at 31 Union Street Vernon, CT 06066. This notice is being provided in accordance with the Agreed Settlement with the Office of Health Strategy regarding Docket No. 20-32405-CON dated May 23, 2025."

Next Steps

ECHN will consider the community feedback received on this Interim Strategic Plan and prepare a Final Strategic Plan. A single hospital license issued by the Connecticut Department of Public Health now recognizes a consolidated count of 351 licensed beds and 50 bassinets at Manchester Memorial Hospital inclusive of counts located in Rockville.

HOSPITAL SERVICE PLAN FOR FIRST THREE YEARS ROCKVILLE GENERAL, A CAMPUS OF MANCHESTER MEMORIAL HOSPITAL

Service Category	# of Available Inpatient Beds	Address of Service
Inpatient Beds		31 Union Street, Vernon, CT 06066
Medical/Surgical		
Critical Care		
Behavioral Health	52	
Outpatient Service Category	Address of Service	
Emergency Services	31 Union Street, Vernon, CT 06066	
Laboratory Services	31 Union Street, Vernon, CT 06066	
Laboratory Services	6 Fieldstone Commons, Tolland, CT 06084	
Laboratory Services	175 West Road, Ellington, CT 06029	
Laboratory Services	130 Hartford Road, Manchester, CT 06040	
Laboratory Services	520 Hartford Turnpike, Vernon, CT 06066	
Rehabilitation Services	31 Union Street, Vernon, CT 06066	
Rehabilitation Services	11 Pinney Street, Ellington, CT 06029	
Imaging Services	31 Union Street, Vernon, CT 06066	
Imaging Services	2600 Tamarack Avenue, South Windsor, CT 06074	
Imaging Services	2800 Tamarack Avenue, South Windsor, CT 06074	
Urgent Care	2800 Tamarack Avenue, South Windsor, CT 06074	
Women's Center for Wellness	2600 Tamarack Avenue, South Windsor, CT 06074	
Endoscopy GI Procedures	31 Union Street, Vernon, CT 06066	
Pulmonary Function-Cardiopulmonary Rehab	31 Union Street, Vernon, CT 06066	
Cardiac Rehabilitation	31 Union Street, Vernon, CT 06066	
Cardiology Services-Echocardiology	31 Union Street, Vernon, CT 06066	
Adolescent Behavioral Health	31 Union Street, Vernon, CT 06066	
Maternity Care & Family Planning Center	31 Union Street, Vernon, CT 06066	

Summary Statement

The consolidation of Rockville General as a campus of Manchester Memorial Hospital is about stability. We are one system with one mission—to provide compassionate, high-quality care for every person who depends on us. By operating under a single license, we strengthen that mission for the future.