

Yale New Haven Hospital

Annual Report | 2021



Yale
NewHaven
Health
Yale New Haven
Hospital

Dear Friends and Colleagues,

To many, it may seem as if the year 2021 was simply a continuation of the surreal year we all experienced in 2020. Since the onset of the COVID-19 pandemic, our hospital, health system community and nation have experienced tremendous tragedy, fear and loss. In spite of it all, our employees and medical staff continue to demonstrate an unwavering commitment to patient care...and to one another.

The battle against COVID took a significant turn with the introduction of safe and effective vaccines, which was made available to our employees and medical staff starting in December 2020. By March, we were making vaccinations available throughout the communities we serve along with a robust testing enterprise. As the numbers of COVID inpatients began to decrease, we were able to look forward and reopen patient care areas that had been repurposed during the height of the pandemic. We also refreshed plans for many operating and capital plans that had been moved off the front burner during the height of COVID.

Our patients have come back to our hospital in strong numbers, many for care they may have put off during the height of the pandemic. We joined others in healthcare organizations across the country in facing challenges of extraordinarily high patient census and unprecedented staffing challenges as weary healthcare employees began to leave full-time employment in record numbers. We continued to pursue innovative and creative ways to care for our patients, while supporting our employees and providing them with the resources and tools they deserve.

Through it all, our employees and physicians repeatedly met incredible challenges with great strength, impressive skill and infinite compassion. We are extremely proud of our Healthcare Heroes and especially grateful for their commitment and all they have done to care for our patients and families.

Our achievements in fiscal 2021 also would not have been possible without the dedication and guidance of our board members and the generous support of our donors and community members.

As we move forward and anticipate developing our new normal, we will continue to strive to lead the way in our community, our state and our region to provide the best patient care and caring that our patients expect and deserve.



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Overview and Mission

Yale New Haven Hospital (YNHH) is the flagship hospital of Yale New Haven Health.

Well-known for programs in cancer, heart and vascular, pediatrics, psychiatry and transplantation, YNHH is the largest acute-care provider in southern Connecticut and one of the Northeast's major referral centers. YNHH has two New Haven-based campuses, and also includes Yale New Haven Children's Hospital, Yale New Haven Psychiatric Hospital and Smilow Cancer Hospital. YNHH is the primary teaching hospital for Yale School of Medicine.

Our Mission

Yale New Haven Hospital is committed to innovation and excellence in patient care, teaching, research and service to our communities.

Financial Performance

\$5.36 billion

Total Assets

\$3.8 billion

Net Revenue

0.76%

Operating Margin



Patient Volume

1,541

Beds

82,475

Inpatient Visits

2.2 million

Outpatient Encounters

130,353

Emergency Department Visits



Across the Hospital

15,442

Employees

5,454

Medical Staff



Year-End Highlights

Innovative Medicine with Patient-Focused Care

Yale New Haven Hospital focuses on preventive medicine, immediate treatment and chronic disease management with one goal in mind: healthy outcomes. Plus, keeping the patient and family experience at the core, we implement programs and products to make it easier for people to access the latest medical treatments, advanced research and innovations.

Clinical innovation



YNHH's Pulmonary Function Testing program is one of few in the nation to offer the invasive cardiopulmonary exercise test (iCPET) which shows heart, lung, muscle and blood vessel function during exercise.



The Neonatal Intensive Care Unit (NNICU) at Yale New Haven Children's Hospital introduced a state-of-the-art neonatal Embrace MRI machine.

YNHH was the only Connecticut medical center to offer Holmium laser enucleation of the prostate (HoLEP), a minimally invasive procedure requiring no incisions.

A urologist completed the 100th surgery at YNHH using this laser technique to relieve benign prostate hyperplasia (enlarged prostate).

Integrated, Patient-Focused Care

A new Bilingual Competency Program helps staff communicate with patients with limited English proficiency while enhancing care quality and patient safety.

The Heart and Vascular Center performed its 500th heart transplant. Additionally, Yale New Haven Children's Hospital became the first hospital in Connecticut and Rhode Island to perform a successful UNOS (United Network of Organ Sharing) — sanctioned heart transplant in a pediatric patient.



Yale New Haven Children's Hospital's Neonatal Intensive Care Unit piloted the use of clear face masks during the COVID-19 pandemic.



Quality and Safety

In the fight against C. difficile, and infection of the large intestine, YNHH created a system-wide strategy using a “bundle” of evidence-based protocols and procedures, including screening, testing and treating incoming patients for the condition, monitoring treatment times and a targeted cleaning process.

YNHH converted all portable oxygen tank regulators to the OxyTOTE system with enhanced patient safety features such as a digital display and low oxygen level alerts.

YNHH introduced a new toolkit standardizing policies, procedures and clinical resources to combat central line-associated bloodstream infections (CLABSIs).



In response to a new federal law designed to enhance transparency and improve communication between clinicians, patients and caregivers, clinicians’ notes became available to patients through the MyChart accounts. This include notes regarding medical history and physicals; imaging, laboratory and pathology report narratives; and procedure and progress notes.

The new location for the Winchester Center for Lung Disease opened, offering innovative services for patients with respiratory conditions. The expanded center with additional exam rooms and procedure spaces, plus pulmonary function testing and research labs, helped the hospital respond to the needs of post-COVID patients.

Improving Access to Care

YNHH expanded plans for the new Neurosciences Center of Excellence and Bed Tower Project, which will provide a unique setting for patients seeking innovative neurosciences care, from treatment for movement disorders to procedures for neuro-regeneration.



Building Healthy Communities

YNHH is an essential part of the community we serve. Our vision is to build a brighter, healthier future for everyone through community-based programs and projects and by leading initiatives that support and enhance the lives of those in our community.

Community Benefits

As part of the hospital's mission to promote health and wellness throughout the Greater New Haven region, YNHH sponsors, develops and participates in a wide variety of community-based programs and services. During 2020, YNHH managed \$538.6 million in financial and in-kind contributions through five wide-ranging programs:

Guaranteeing Access to Care - provided \$412.3 million including free or discounted healthcare services to more than 38,899 eligible people at a loss of \$161.7 million; under-reimbursed services for 341,959 Medicaid beneficiaries at a loss of \$250.7 million; and subsidized clinical programs at a loss of \$10.6 million.

Advancing Careers in Health Care - provided \$97.1 million to healthcare education programs that train individuals to become medical professionals.

Promoting Health and Wellness - provided \$13.1 million to local health education programs, support groups, health fairs and community organizations that help make New Haven a healthier place to live and work.

Building Stronger Neighborhoods - provided \$3.4 million to support social determinants of health including food security, job training, affordable housing programs and economic development.

Creating Healthier Communities - provided \$2 million in funds and in-kind services to not-for-profit organizations unaffiliated with the hospital.

Medical staff community project grants

Members of YNHH's medical staff support grants for community projects each year. For 2021, the grants supported initiatives to help those most in need in our community:

Project Access helps people who face multiple barriers receive the medical care they need.



Project Access New Haven staff

Food as Health provides assistance, tools to help people manage diabetes.



Diabetes Health Equity clinic staff

Through **Habitat for Humanity**, medical residents helped community members build strong foundations. While in-person participation was limited, physicians funded a grant to support additional Habitat builds.



Physicians and other volunteers at a Habitat for Humanity build

Community Projects

YNHH, along with Fair Haven Community Health Care and Cornell Scott Hill Health Center, coordinated the opening of a new “one-stop shop” primary care hub on Long Wharf in New Haven.



Leaders cut the ribbon on the new community Primary Care Center

A new screening 3-D Mammography and Breast Ultrasound Van rolled out, bringing world-class breast imaging expertise to women in the local community.



3-D Mammography and Breast Ultrasound Van

Hundreds of YNHH employees, along with other Yale New Health staff donated 22,550 pounds of food to hunger-relief organizations during the health system's first #GiveHealthy virtual food drive.

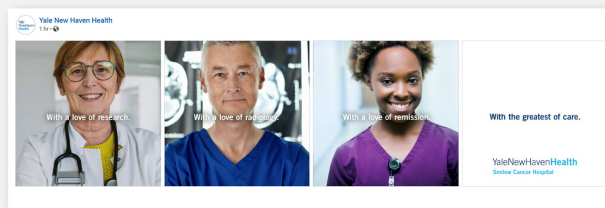
Closer to Free 2021

To adhere to social distancing guidelines, the annual Closer to Free bike ride was a virtual event for the second year. The event raised \$2.1 million in gifts and donations.



With the Greatest of Care

Yale New Haven launched the “With the Greatest of Care” series of advertisements to spotlight the high level of expert and compassionate care provided to our communities. The campaign features employees and physicians from YNHH and throughout the health system on billboards and in television commercials, print and digital ads and social media.



Awards and Recognition

U.S. News & World Report Best Hospitals 2021-22

Yale New Haven Hospital ranked nationally in 8 of 15 specialties. Yale New Haven Children's Hospital was named among the best children's hospitals in the nation for 6 out of 10 pediatric subspecialties.



Magnet Recognized

For the third time in a row, YNHH achieved the prestigious Magnet designation from the American Nurses Credentialing Center. YNHH is among the seven percent of hospitals nationwide to achieve the designation.



Best Workplace for Commuters

For the ninth consecutive year, YNHH was designated as one of the nation's Best Workplaces for Commuters.



Top Doctors

Connecticut Magazine honored more than 600 Yale New Haven Health physicians in its 2021 "Best Doctors" issue, including hundreds from YNHH.



Diversity, Inc.

Named a Top Company for Hospitals & Health Systems for its commitment to diversity and inclusion.



Financial Performance

Consolidated Balance Sheet

Year ended September 30, (Amounts are in thousands)

2021

2020

Assets		
Current assets		
Cash and cash equivalents	\$ 239,003	\$ 327,247
Short-term investments	2,597,921	2,068,491
Patient receivables	395,010	388,957
Professional liabilities insurance recoveries receivable	41,081	37,879
Other assets	185,378	176,592
Assets limited as to use – debt service fund	5,719	5,689
Total current assets	3,464,112	3,044,855
Assets limited as to use	151,601	121,285
Long-term investments	137,415	155,474
Professional liabilities insurance recoveries receivable	100,199	93,780
Right of use assets	157,182	158,432
Other assets	225,830	204,226
Property, plant and equipment	1,082,839	1,109,597
Goodwill	45,040	45,040
TOTAL ASSETS	\$5,364,218	\$4,892,689

Consolidated Balance Sheet

Year ended September 30, (Amounts are in thousands)

2021

2020

Liabilities and Net Assets		
Current liabilities		
Accounts payable and accrued expenses	\$551,769	\$566,544
Current portion of long-term debt	11,123	10,713
Current portion of finance lease obligations	3,173	2,989
Current portion of professional liabilities	41,081	37,879
Variable rate debt classified as current	183,741	191,788
Other liabilities	283,619	151,735
Total current liabilities	1,095,310	979,842
Long-term debt, net of current portion and deferred financing costs	532,899	537,273
Long-term finance lease obligations, net of current portion	31,229	34,468
Accrued pension and post-retirement benefit obligations	204,902	255,891
Professional liabilities, net of current portion	162,508	157,917
Other liabilities	393,954	560,880
TOTAL LIABILITIES	2,557,670	2,703,703
Net assets		
Without donor restrictions	2,646,811	2,064,708
With donor restrictions	159,737	124,278
Total net assets	2,806,548	2,188,986
TOTAL LIABILITIES AND NET ASSETS	\$5,364,218	\$4,892,689

Consolidated Statement of Operations

Year ended September 30, (Amounts are in thousands)

2021**2020****Operating revenue**

Net patient service revenue	\$3,259,663	\$2,935,575
Other revenue	541,651	531,001
Total operating revenue	3,801,314	3,466,576

Operating expenses

Salaries and benefits	1,452,802	1,378,359
Supplies and other	2,188,693	1,964,644
Depreciation and amortization	119,956	119,004
Insurance	41,777	46,121
Interest	20,491	21,508
Total operating expenses	3,823,719	3,529,636

INCOME FROM OPERATIONS**(22,405)****(63,060)****Non-operating losses and gains**

Income from investments, donations and other, net	477,958	134,871
Pension costs other than service cost	1,515	—
Change in fair value of swap, including counterparty payments	15,484	(24,922)
Total non-operating gains, net	494,957	109,949

EXCESS OF REVENUE OVER EXPENSES**\$472,552****\$46,889**

Trial and Triumph: The COVID Pandemic Response

The COVID-19 pandemic has tested the resilience, and proved the resolve of our hospital, employees, patients and community. As YNHH moved into 2021 and the second year of the pandemic, YNHH continued to focus on treating COVID patients, but also turned its attention to vaccinating employees and the community. The number of COVID cases at YNHH, the health system and the state climbed and then declined throughout 2021. YNHH, in the true fashion of resilient Heroes, continued to be compassionate, innovative and skilled at meeting the challenges presented by COVID.

Pandemic response by the numbers

5,111
COVID inpatients admitted



399,277
Vaccinations



4,805
COVID inpatients
discharged to community



272,831
Telehealth visits



586,089
COVID tests administered



2021: The year of vaccinations

December 2020

The Pfizer COVID vaccine becomes available to employees. Beginning with front-line employees, thousands are vaccinated as YNHHS launches the Crush COVID vaccination internal and external marketing campaign.



January 2021

YNHH, as part of Yale New Haven Health System, helped arm community members against COVID-19 by setting up community vaccination clinics. The health system opens community vaccination clinics across the state and, within the first few days, had vaccinated more than 4,000 people.

Selected by the State of Connecticut to lead the pediatric COVID vaccination enterprise, Yale New Haven Children's Hospital distributes the vaccine to pediatricians' offices across the state.



March 2021

YNHH marks one year of the fight against COVID-19 as the first YNHH patient was admitted on March 8, 2020. During first year, YNHH administers 448,579 tests and discharges 4,891 COVID-19 patients

The Virology lab continues to use its own COVID-19 test, which met stringent FDA requirements

Many YNHH employees, clinical and non-clinical, staff the health system's COVID-19 Call Center, which marks one year of serving the public and staff.



Virology Lab

Testing site at 150 Sargent Drive, New Haven

2021: The year of vaccinations

June 2021

YNHCH launches the Children's Post-COVID Comprehensive Care Program for children experiencing persistent symptoms following COVID-19 infection.

YNHH's longest running COVID-only unit, North Pavilion (NP) 15 is restored to its original function as a Surgical Oncology unit. Leaders and staff hold a brief commemoration program, where YNHH President Keith Churchwell, MD, shares remarks.



July 2021

Yale New Haven Health System announced that all employees were required to be vaccinated against COVID-19 as part of the public measure to reduce the spread of the virus.



September 2021

Yale New Haven Health System begins offering COVID-19 vaccination boosters to employees and the community.

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(As of 9/30/21)

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