

Yale New Haven Hospital

Annual Report | 2020



Yale
NewHaven
Health
Yale New Haven
Hospital

Dear Friends and Colleagues,

It has been said many times, but bears repeating. The year 2020 was an exceptional year. In the time that has passed since the end of the fiscal year (September 30, 2020), we continue to operate under most unusual circumstances.

From the onset of the COVID-19 pandemic within our hospital and health system in early March and throughout 2020, we, as a hospital, health system community and as a nation, have witnessed and experienced incredible tragedy, fear and loss. At Yale New Haven Hospital, we are proud to say that our employees and medical staff met these and other significant challenges with heroic strength, unsurpassed skill and ingenuity, extraordinary resilience and boundless compassion. We are extremely proud of YNHH's Healthcare Heroes and exceedingly grateful for all they have done and continue to do in caring for our patients.

The year 2020 also saw significant change at the helm of our hospital. After nearly 15 years at Yale New Haven, Richard D'Aquila announced his decision to transition out of his role as president, leaving us in early October. We miss Rick and thank him for his immeasurable contributions to this organization.

We were delighted to appoint Keith Churchwell, MD, as president of Yale New Haven Hospital. Dr. Churchwell had most recently served as chief operating officer and assumed his position as president in October. We look forward to working with Dr. Churchwell, who brings a wealth of clinical and administrative expertise to the role.

Our challenges in 2020 were unprecedented – it was the first time in more than 40 years that our hospital experienced a financial loss. Still, we have much to be proud of and are grateful for the commitment and contributions of our physicians, employees and volunteers, the dedication and guidance of our board members and the generous support of our donors and community members during this unprecedented year.

As we move forward and anticipate the return to some sense of what was once considered normal, we will strive to continue leading the way in our community, our state and our region to provide the expert, high-quality care that our patients expect and deserve.



A handwritten signature in black ink, reading "Marna Borgstrom".

Marna P. Borgstrom
Chief Executive Officer



A handwritten signature in black ink, reading "Mary C. Farrell".

Mary C. Farrell
Chair of the Board of Trustees



A handwritten signature in black ink, reading "Thomas J. Balcezak".

Thomas J. Balcezak, MD
Chief Clinical Officer

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

\$4.9 billion

Total Assets

\$3.5 billion

Net Revenue

(1.8)%

Operating Margin



Patient Volume

68,894

Inpatient Visits

1.3 million

Outpatient Encounters

128,382

Emergency Department Visits



Across the Hospital

14,592

Employees

5,882

Medical Staff



Community Contributions

\$11,686,000

Philanthropic support

Charitable Contributions/Annual Fund: \$1,424,000

Fund for care of the indigent: \$778,000

Other gifts: \$9,484,000

\$464,400

Uncompensated, Undercompensated
Care Costs and Hospital Tax

Uncompensated care costs: \$64,000

Undercompensated care costs: \$302,600

Hospital Tax: \$97,800



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.

Program milestones

The Heart and Vascular Center robotic cardiac surgery team performed YNHH's 100th robotic mitral valve repair surgery, a procedure that offers patients smaller incisions, less pain and quicker recovery. Another milestone, the Pediatric Critical Care Transport Team recorded its 100th patient transport by SkyHealth. The helicopter was added to the transport program in 2016.

Clinical innovation

As Personal Protective Equipment (PPE) requirements and the critical condition of patients made monitoring more challenging, YNHH implemented the Ventilated Patient Surveillance (VPS) workstation, which remotely analyzes streaming live data from ventilators and escalates emergent events. Additionally, doctors at the Shoreline Medical Center performed the state's first robotic hernia repair in an outpatient ambulatory setting, using the DaVinci Xi.

Enhancing the patient experience

With ease of use and convenience for patients in mind, YNHH implemented enhancements to the telehealth platform, including screen share, whiteboard and chat functionality, improved integration for interpreter services and the ability for family members to join the video session.



YNHH is the only hospital in New England offering robotic mitral valve repair



The DaVinci Xi robot at Shoreline Medical Center



Pediatric Critical Care Transport team and SkyHealth

Community Impact

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.

Helping our community in the age of COVID-19

YNHH established COVID-19 testing sites throughout the community to provide testing for asymptomatic community members as well as those with mild symptoms of the virus.

Keeping our community safe

In an effort to help the community adhere to COVID-19 safety guidelines, the YNHH resident staff donated and distributed 2,000 masks to the participants of a locally planned social justice protest.

YNHH receives extensive community support

YNHH has been on the receiving end of tremendous community support during the pandemic. Individuals, area businesses, schools and other organizations donated food, equipment, supplies and funds as well as provided expressions of moral support, encouragement and appreciation.

Expanding access to services

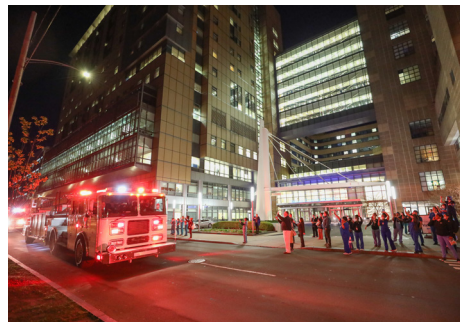
Collaborating with Cornell Scott-Hill Health Center and Fair Haven Community Health Care, YNHH developed the New Haven Primary Care Consortium and opened a community clinic to broaden access to primary care services, Women's Services, Pediatric care, imaging and subspecialty services for the New Haven community.

Closer to Free 2020

To adhere to social distancing guidelines, the annual Closer to Free bike ride changed its format to a virtual ride in 2020. The event raised \$1.75 million in gifts and donations.



Community COVID-19 testing site



First responders salute YNHH healthcare heroes



New Primary Care Medical Center



Closer to Free virtual ride

Awards and Recognition

Campaign for Human Rights

Yale New Haven Hospital was designated as an LGBTQ Healthcare Equality Leader by the Human Rights Campaign Foundation in the 2020 edition of the Healthcare Equality Index.



Top Doctors

313 YNHH-affiliated physicians were selected as *Connecticut Magazine's* 2020 Best Doctors.



Diversity Inc.

YNHH was named a Top Company for Hospitals & Health Systems for its commitment to diversity and inclusion.



U.S. News & World Report

U.S. News & World Report ranked Yale New Haven Hospital among the top 20 hospitals in the nation, plus YNHH ranked nationally in nine of 16 specialties. *U.S. News* also named Yale New Haven Children's Hospital among the best children's hospitals in the nation for seven out of 10 pediatric subspecialties in the 2020-21 Best Children's Hospitals rankings.



Press Ganey

Press Ganey recognized YNHH's inpatient rehabilitation center with the Guardian of Excellence Award.



Best workplace for commuters

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



Financial Performance

Consolidated Balance Sheet

Year ended September 30, (Amounts are in thousands)

2020

2019

Assets		
Current assets		
Cash and cash equivalents	\$327,247	\$222,385
Short-term investments	2,068,491	1,760,265
Net patient receivables	388,957	370,141
Professional liabilities insurance recoveries receivable	37,879	25,342
Other assets	176,592	150,695
Assets limited as to use – debt service fund	5,689	5,889
Total current assets	3,004,855	2,534,717
Assets limited as to use	121,285	113,257
Long-term investments	155,474	115,023
Professional liabilities insurance recoveries receivable	93,780	72,368
Right of use assets	158,432	—
Other assets	204,226	178,211
Property, plant and equipment, net	1,109,597	1,100,282
Goodwill	45,040	45,040
TOTAL ASSETS	\$4,892,689	\$4,158,898

Consolidated Balance Sheet

Year ended September 30, (Amounts are in thousands)

2020

2019

Liabilities and Net Assets		
Current liabilities		
Accounts payable and accrued expenses	\$566,544	\$465,479
Current portion of long-term debt	10,713	10,332
Current portion of finance lease obligations	2,989	2,731
Current portion of professional liabilities	37,879	25,342
Variable rate debt classified as current	191,788	199,569
Other liabilities	151,735	50,092
Total current liabilities	979,842	753,545
Long-term debt, net of current portion and deferred financing costs	537,273	541,577
Long-term finance lease obligations, net of current portion	34,468	37,339
Accrued pension and post-retirement benefit obligations	255,891	239,186
Professional liabilities, net of current portion	157,917	127,146
Operating lease liability – long term	140,903	—
Other liabilities	560,880	319,156
Deferred revenue	36,529	37,767
TOTAL LIABILITIES	2,703,703	2,055,716
Net assets		
Without donor restrictions	2,064,708	1,981,283
With donor restrictions	124,278	121,899
Total net assets	2,188,986	2,103,182
TOTAL LIABILITIES AND NET ASSETS	\$4,892,689	\$4,158,898

Consolidated Statement of Operations

Year ended September 30, (Amounts are in thousands)

2020

2019

Operating revenue

Net patient service revenue	\$2,935,575	\$3,000,413
Other revenue	531,001	258,681
Total operating revenue	3,466,576	3,259,094

Operating expenses

Salaries and benefits	1,378,359	1,154,913
Supplies and other	1,964,644	1,782,808
Depreciation and amortization	119,004	109,245
Insurance	46,121	35,844
Interest	21,508	26,097
Total operating expenses	3,529,636	3,108,907

(LOSS) / INCOME FROM OPERATIONS

(63,060)

150,187

Non-operating losses and gains

Income from investments, donations and other, net	134,871	61,914
Loss on refunding	—	(2,943)
Change in fair value of swap, including counterparty payments	(24,922)	(44,489)
Total non-operating gains, net	109,949	14,482

EXCESS OF REVENUE OVER EXPENSES

\$46,889

\$164,669

Pandemic 2020 – The year of COVID-19

In health care, we are trained to expect the unexpected. Yet, the coronavirus tested Yale New Haven Hospital and pushed its abilities and capacities in unprecedented ways.

Throughout 2020 and the pandemic, YNHH, working with state and community partners, helped lead the fight against COVID-19 by delivering innovative clinical care and taking exceptional steps to protect patients and families, our staff and our community. By collaborating with medical partners, including Yale School of Medicine (YSM) and Yale Center for Clinical Investigation (YCCI) as well as local health and government officials, YNHH played a major, integral role in the battle against COVID-19.

When challenged by extraordinary circumstances, in true heroic fashion, YNHH employees and medical staff came together to do amazing work. YNHH's Healthcare Heroes rushed towards the challenges and met them head on to provide the best possible high-quality, patient-centered care, serve the community and care for each other.



COVID-19 Call Center (prior to masking guidelines)



Virology Lab staff developed onsite COVID testing



1,500th patient discharged

Major COVID-19 milestones at YNHH

March 9

COVID-19 Call Center launches with employees fielding more than 2,600 calls in first week

March 13

Virology Lab begins onsite COVID-19 testing for patients

March 14

First COVID-positive patient admitted at YNHH

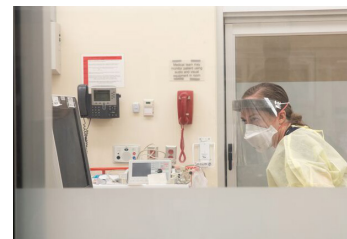
March 16

YNHH restricts visitors and suspends volunteer programs

Caring for our patients

With record census numbers and a need to care for sick patients with a “new” disease, YNHH developed a number of new initiatives to effectively and efficiently care for COVID and non-COVID patients, including:

- Launched a COVID-19 Call Center for patients, community members and employees, answering more than 171,000 calls in the first six months.
- Created isolated COVID units by relocating non-COVID patients from the top three floors of Smilow Cancer Hospital to the Saint Raphael Campus.
- Converted regular patient rooms into negative air pressure rooms by installing temporary exhaust systems that help keep potentially contaminated air from spreading.
- Developed an onsite COVID-19 test in the Virology Laboratory which led to faster diagnosis and treatment for patients.
- Utilized telehealth for patient visits, with YNHH clinicians conducting hundreds of thousands of video visits and phone consults.
- Expanded the use of technology with electronic check-ins and patient self-scheduling and self-screening.
- Working with Yale School of Medicine, helped launch Phase 3 of the groundbreaking Pfizer COVID-19 vaccine trial at YNHH.



Major COVID-19 milestones at YNHH

March 18

YNHH begins employee COVID-19 testing

April 22

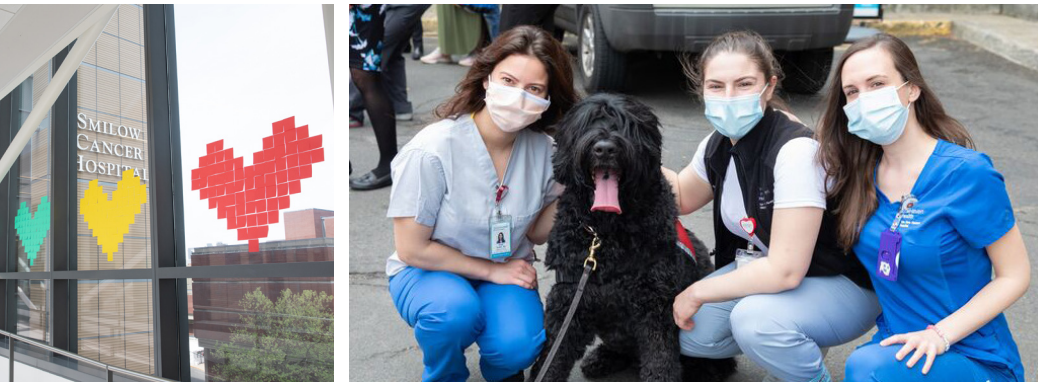
Peak of the pandemic in 2020 with 450 COVID-19 positive patients at YNHH

April 29

Health System discharges 1,500th COVID-19 patient from YNHH

May 26

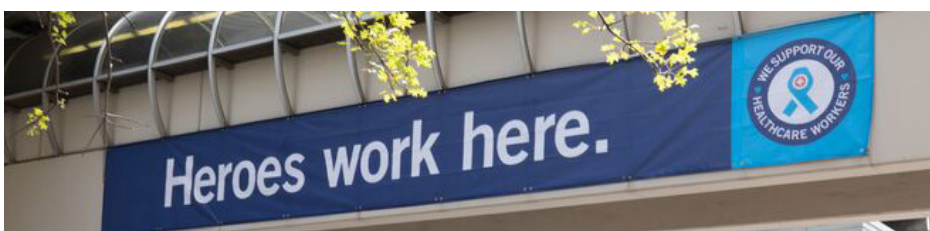
Health System clinicians surpassed 111,000 telehealth visits



Caring for our employees

The year 2020 was remarkable in so many ways. YNHH employees led the way as Healthcare Heroes each day, in all of our work. Our employees deserve the highest accolades for all they have done, and continue to do, to take care of our patients in the safest, most effective ways. In order to help support YNHH Healthcare Heroes during this pandemic, the hospital developed additional processes and procedures to keep employees safe. We also created programs to enhance employee well-being and self-care. Some initiatives:

- Transformed the Regional Operations Center (ROC) into a personal protective equipment (PPE) warehouse and worked with vendors for procurement of critical PPE to keep staff protected.
- Established the YNHH Healthcare Worker Support Team to develop supportive programs.
- Created Quiet Rooms for employees, providing space for them to step away for peaceful moments.
- Introduced the Buddy Program to encourage employees to pair up and support each other.
- Set up Well-being Check-ins to help employees cope with stress and support emotional needs.
- Developed the Employee Well-being and Resources intranet page, a one-stop resource for information and programs to support employees' work and home needs.
- Maintained an online Kudos Board to solicit words of thanks and encouragement.
- Awarded employees a monetary COVID-19 Recognition Award equal to 5 percent of pay for addressing the challenges of the pandemic with exemplary performance.



Major COVID-19 milestones at YNHH

June 20

COVID-19 Call Center exceeded 100,000 calls from community and staff

August 17

YNHH and YSM announced start of Phase 3 of Pfizer vaccine trial

August 31

More than 3,000 COVID patients had been discharged from YNHH's hospitals

In This Together

During this time of great uncertainty, fraught with angst, even fear, it was critically important that YNHH Healthcare Heroes knew that they were not alone, that we were all in this together and that they could depend on Yale New Haven Hospital and each other to get through the crisis. At Yale New Haven, the “Together” campaign became the rallying point throughout the 2020 pandemic within Yale New Haven Hospital and ultimately, throughout the country.





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*YNHHS employees with significant YNHH roles

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 Sigma Alpha Epsilon Fraternity
 Claudette Silberfein
 Slocum & Sons
 Smiles for Smilow
 Smith Brothers Insurance, Inc.
 Social Graces
 SoHu Neighborhood Association
 The South Bay
 South Central Connecticut Regional Water Authority
 Southwest Airlines
 Spencer Gifts, LLC/Spirit of Children
 The Spiel Foundation
 Patty Spinello
 St. Luke's Episcopal Church
 Louise St. Rose
 Star Fish Market
 Starion Energy

Starlight Children's Foundation
 Ruth Steifel
 Stony Creek Brewery, LLC
 Stop & Shop Supermarket Company
 The Study at Yale
 Subway Franchisee Shipping Center
 Subway Restaurants World Headquarters
 Sufi Psychology Association
 Susan Blake Jewelry
 Gianna Sutcliffe
 Kerry Sweeney
 Nancy Tafuri
 Taste of China Restaurant
 Tennis Central
 Teplitzky & Company, PC
 Thames Valley Relief
 Theodore Roosevelt Association
 Therapeutic & Sports Techniques, LLC
 Thimble Island Brewing Co
 Stacey Thompson
 Doreen Tilt
 Timex Corporation
 Timothy Pamment Salon
 The Tiny Miracles Foundation
 Tracy 2
 Tre Scalini Ristorante
 Lisa Tremblay
 Trumbull Racquet Club
 T-Swirl Crepes, Inc.
 Tucker Mechanical
 Tasia Turkalo
 Turner Construction Company
 Ultimate Image
 Union League Cafe
 Rose Vaccaro
 Valentine's Diamond Center
 Victoria Vazquez
 Vineyard Vines
 Vox Church
 Dr. Jeffrey A. and Cindy Wagner
 Wasabi
 Wave Gallery
 Sarah and Rich Way
 We Care Blankets
 Amanda Wendt
 Kelly Werner
 Letty Wheelock
 Whispers from Lady Olga
 Abigail Wiemken
 Maximilian Williams
 Cameron Wilson
 Wines and More
 Sari Winter
 Woodbridge Police Department
 Woodland Interact & Prospect Youth Services
 The Write Approach, Inc.
 Yale New Haven Hospital, Advanced Heart
 Failure & Transplant
 Yale School of Medicine, Dept. of Neurosurgery
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Yorkside Pizza
Zhang Jie Yuang
Rhea Kadlec Zificsak
Zoi's New Haven
Zulu Nyala Game Lodge

Estate Gifts

Estate of Gail M. Brown
Estate of Edna M. Camarota
Estate of Lucie Mackey Grant
Phyllis D. Kebabian Revocable Trust
Estate of Jerold Wanosky
Estate of Ruth M. Wood

Matching Gift Companies

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Alexion Pharmaceuticals, Inc.
Allied World
American International Group, Inc.
Amgen
Aon Foundation
Bank of America
Barnes Group, Inc.
Ben & Jerry's
Bristol-Myers Squibb Foundation, Inc.
Broadridge Foundation
Charter Oak Federal Credit Union
Chubb Group of Insurance Companies
Deutsche Bank Americas Foundation
Dominion Energy Charitable Foundation
DST Systems, Inc.
Eaton Charitable Fund
Eversource Energy Foundation
Fidelity Charitable Gift Fund
The Ford Foundation
GE Foundation
GEICO Philanthropic Foundation
General Re Corporation
Goldman, Sachs & Co.
IBM Corporation
Illinois Tool Works Foundation
Johnson & Johnson Family of Companies
KeyBank Foundation
Lone Pine Capital, LLC
MasterCard Worldwide
Medtronic
Movement Foundation, Inc.
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Robert Wood Johnson Foundation
Salesforce.org
Sanofi Foundation for North America
Simplify Compliance
State Street Foundation

TDK U.S.A. Corporation
Travelers Community Connections
UBS Matching Gift Program
Verizon Foundation
The Walt Disney Company Foundation
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Estate of June Ardizzone
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City of West Haven, Breast Cancer Awareness Program
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1826 Society

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