



YaleNewHaven**Health**
Yale New Haven Hospital

Annual Report | **2022**

Yale
NewHaven
Health
Yale New Haven
Hospital

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Dear Friends and Colleagues,

Just like that, another year has flown by. For Yale New Haven Hospital, 2022 may best be described as a year of transition. Not necessarily a transition back to normal after the peak of a worldwide pandemic, but a transition to a new normal – a new way of working, new ways of growing and new ways of providing care.

Yale New Haven Hospital, like hospitals and health systems across the country, continued to face significant challenges during 2022. Despite extraordinary circumstances including significant staffing shortages, consistently high patient census, and anticipated yet difficult financial challenges, our hospital, our employees and staff persisted and remained vigilant and determined.

While we reflect on a difficult year, we also acknowledge and celebrate all we have accomplished. Our patients came back to our hospital and ambulatory care sites in strong numbers. We continued to pursue innovative and creative ways to care for our patients and establish enhanced safety and quality protocols. We broke ground on our new neurosciences center, the largest healthcare project in the state's history. With the COVID-19 pandemic clearly not over, we continued to care for COVID patients and lead efforts to help prevent the spread of the disease by supporting testing and vaccination. In addition, by the end of the year, we began tackling the tridemic repercussions of flu, COVID-19 and RSV.

The future is filled with promise. We are encouraged, optimistic and positioned for success. Together with our Health System partners, we have a strong strategic plan based on enhanced collaboration with Yale School of Medicine, and plans in place to continue to grow our organization throughout the region.

As we continue to transition, transform and establish a new normal, we acknowledge the challenges ahead and we embrace the promise that the future holds. Inspired by the resiliency and commitment of our employees, we move forward with persistence and resolve. Grateful for the support and generosity of our donors and community members, we continue to demonstrate benevolence and compassion. Appreciative of the dedication and guidance of our Board of Trustees, we strive to lead the way in providing what our patients expect and deserve – the greatest of care.

Sincerely,



A handwritten signature in black ink that reads "Keith B. Churchwell".

Keith B. Churchwell
President



A handwritten signature in black ink that reads "Mary C. Farrell".

Mary C. Farrell
Chair, Board of Trustees



A handwritten signature in black ink that reads "Alan H. Friedman".

Alan H. Friedman, MD
Chief Medical 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

\$4.78 billion

Total Assets

\$4.03 billion

Net Revenue

-5.7%

Operating Margin



Across the Hospital

14,984

Employees

5,456

Medical Staff
(active attending,
residents and fellows)



Patient Care

1,541

Beds

81,750

Inpatient Visits

1.99 million

Outpatient Encounters
(includes ED, OBS and COVID testing)

147,385

Emergency Department Visits



Year-End Highlights

Clinical Innovation

As a healthcare leader, YNHH works to remain at the forefront of clinical care by introducing new, innovative and proven techniques, procedures and equipment in order to set patients up for the best outcomes.

New Adams Neurosciences Center moved from planning to building

Yale New Haven Hospital broke ground on the new \$838 million, 505,000 square foot neurosciences center. The project, which will also include two new patient facilities, will be the largest of its kind in state history and provide a unique setting for patients seeking innovative care for various conditions from movement disorders to neuro-regeneration.

The new facility will have on a significant impact patient care as clinicians treat an array of conditions including Parkinson's disease, ALS, stroke and other neurological disorders. Innovative research with our partners at Yale School of Medicine, combined

with education and exceptional patient experiences will provide a foundation for advanced care.

"This (project) represents a landmark investment in our patients," said Keith Churchwell, MD, president, YNHH. "Working collaboratively, we believe we can bring the most advanced care – built upon groundbreaking research – to our city, state and region. We are excited about how this new facility will change the landscape of healthcare, drawing patients from throughout the region and nation and further enhance the profile of the neurosciences at Yale New Haven Hospital."



The new Neurosciences Center is scheduled to welcome patients in 2027.

Advances in Transplantation

Heart in a Box

YNHH was first in Connecticut to use the Organ Care System (Heart in a Box) to transport a heart from a donor miles away.

“To maintain optimal heart function, the retrieval, transport and transplantation must occur within four hours,” said Tariq Ahmad, MD, chief of the Heart Failure Program, and medical director of advanced heart failure, Cardiovascular Medicine.

The “heart in a box” technology allows for considerably more time between retrieval of the donated heart and transplantation into the recipient, putting more hearts within reach for patients awaiting transplant.

New method of Heart Transplantation

The Heart and Vascular Center at YNHH was among 25 sites selected to participate in a clinical trial evaluating outcomes for donation after circulatory death, a method of heart transplantation new to the United States. This method allows surgeons to restart a heart after it has stopped beating and assess if the organ is appropriate for transplant, expanding the number of viable donor hearts.

Historic HIV positive liver transplant

Yale New Haven Transplantation Center performed the first liver transplant in Connecticut from an HIV-positive (deceased) donor to an HIV-positive patient. YNHH is one of only 17 centers in United States with the ability to enroll its patients in the HOPE in Action Clinical Trial, sponsored by the National Institutes of Health.



YNHH is one of only a few hospitals nationwide to use the heart in a box technology.

New advances in radiation therapy

Smilow Cancer Hospital at Yale New Haven installed the new Varian TrueBeam linear accelerator which delivers advanced radiation therapy treatments quickly and with pinpoint accuracy. The new accelerator can focus the center of the radiation beam to less than 1 mm, precisely targeting tumors while avoiding surrounding healthy tissues. It also delivers radiation doses more quickly, so patients spend less time on the treatment table.



The new linear accelerator is part of ongoing upgrades to radiation oncology technology throughout the Smilow network.

Safety & Quality

Delivering safe, high-quality care is the cornerstone of our mission. YNHH is constantly introducing programs and procedures, including employee and staff training, to enhance the safety and quality of our patient care.

Commending safe, quality care

The Capacity Champions Cup program awards units that meet their discharge target the most days – part of the Health System’s efforts to improve patient throughput by ensuring that patients who are clinically ready, experience a safe and timely discharge.

The 1,000 day club is an initiative launched in 2022 that recognizes units for going 1,000 consecutive days without a central line-associated bloodstream infection (CLABSI) and/or a catheter-associated urinary tract infection (CAUTI).



Staff on the Medicine/Sickle Cell unit won the inaugural Capacity Champions Cup award



Staff on Celentano 4 at the Saint Raphael Campus were one of 20 units to celebrate moving into the 1,000 Day Club

New Radiology Communication Center enhances patient safety

YNHH established the Radiology Communications Center to track, support and share critical results and findings. The center enhances patient safety by improving workflow efficiency in medical imaging.

Care Signature pathways improve quality and promote safety

Partnering with YNHHS, Yale New Haven Hospital enhanced its Care Signature pathways designed to provide clinicians and patients with a consistent best practice standard of care for various conditions. These pathways improve the quality and safety of care, promote patient education and equity and reduce unnecessary tests. More than 400 Care Signature Pathways have been introduced across the health system, including guidance for mechanical ventilation, treating Monkey Pox and detecting heart attacks. Other health systems are modeling similar guidance based on YNHHS Care Signature pathways.



Care Signature pathways are like a GPS for clinical navigation

Enhancing Access to Care

Yale New Haven continues to take steps to enhance and improve access to high-quality clinical care, including adding new and expanded facilities, implementing plans to increase our workforce with highly-skilled clinicians and developing procedures to treat patients in new and creative ways.

Taking steps to remedy the nursing staffing shortages

While YNHH has had longstanding partnerships with area nursing schools, the hospital joined YNHHS in a partnership with four area colleges, including New Haven's Gateway Community College and Southern Connecticut State University, to help more qualified nursing student candidates become enrolled and subsequently employed as nurses. The partnership will help increase the pipeline of nurse graduates with the goal of graduating at least 557 nurses over the next four years.



YNHH partnered with local universities to increase the number of nursing school graduates.

Emergency Department Annex helps with patient access

YNHH constructed a new 35-bed Emergency Department Annex at the hospital's York Street Campus to provide additional access to emergency medical services. The additional space accommodates ED patients with less-serious illnesses or injuries and also helps address the issue of overcrowding in the ED and the hospital overall.



The new ED Annex provides much needed additional space for the treatment of illnesses and injuries.

YNHHS records one millionth telehealth visit

Yale New Haven Hospital, along with YNHHS, celebrated its one millionth telehealth visit, bringing patients and providers together over telephone or the computer when circumstances such as the COVID-19 pandemic discourage in-person visits. In 2022, daily telehealth visits averaged 1,500 to 2,000, up from approximately 300 per year pre-COVID.

Emergency Room wait times dashboard launched

Patients needing to visit one of Yale New Haven Hospital's four Emergency Departments or two urgent care centers can now check the homepage of the hospital's website for a quick look at the amount of time they can expect to wait before being treated. Having this knowledge helps patients make a more informed decision before heading to the ER for care.

YNHCH Pediatric Specialty Centers extend hours

Yale New Haven Children's Hospital launched a program that extends hours to evenings and Saturdays at several of its Pediatric Specialty Centers for in-person and telehealth visits, making it easier for families to access expert care. In addition to enhancing patient- and family-centered care, the extended hours are helping the specialty centers "catch up" with patients whose care might have been delayed during the height of the COVID-19 pandemic.



The popularity of telehealth visits increased significantly since the onset of the pandemic.



Extended hours in the Pediatric Specialty Center has been met with positive feedback from parents and families.

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.

Home Infusion Program offers convenient treatments for patients

Yale New Haven Hospital, with YNHHS, launched the Home Infusion pharmacy program allowing patients to receive safe, high-quality care without leaving their homes. The program provides eligible patients with intravenous (IV) drug therapies at home, versus in a hospital or clinic.

Conditions that may allow home infusion therapy include infections, gastrointestinal diseases and disorders, dehydration, congestive heart failure, multiple sclerosis, rheumatoid arthritis, hemophilia, efficiencies and several others. In addition to making infusion therapy more convenient and comfortable for patients, home infusion minimizes inpatient hospital stays, freeing up beds for other patients.

At 8,475 square feet, YNHHS' Home Infusion Center, located at the YNHHS Regional Operations Center, is one of the largest facilities of its kind in Connecticut. It includes sterile, controlled environments where pharmacy technicians manipulate products to create medications customized for each patient.



The Home Infusion Center includes a sterile environment where technicians create medications for the program patients.



Home Hospital program provides acute care to patients who would otherwise be in the hospital.



Clinicians at Home Hospital mission control remotely monitor patients.

Home Hospital program provides acute care – at home

Launched at YNH in 2022, the Home Hospital initiative provides hospital-level care to patients in their homes. Through the program, select patients with heart failure, pneumonia, chronic obstructive pulmonary disease, cellulitis, sepsis and other conditions, who meet certain clinical and social criteria, can receive care through a combination of in-person visits and telehealth technology.

Home Hospital “mission control,” staffed by a nurse and physician, remotely monitors all program patients and are available 24-7 to address questions or concerns.

Apprenticeship program expands focus on patient care

YNHHS and Connecticut Department of Labor leaders gathered at Yale New Haven Hospital to announce the U.S. Department of Labor State Apprenticeship Expansion, Equity, and Innovation grant which will train hundreds of people as Patient Care Associates (PCAs) and Patient Care Technicians (PCTs). The year-long apprenticeship program focuses on training PCAs/PCTs who have an integral role on the healthcare team as they care for, interact with and advocate for patients and their families in the healthcare setting.



Leaders announce a new apprenticeship program which will train patient care employees

Caring for Covid

Although the COVID-19 pandemic continued to test the resolve of our hospital, employees and patients in 2022, YNHHS had one of the lowest mortality rates in the country for this disease and was nationally recognized for providing outstanding patient care. As the hospital moved through the third year of the pandemic, employees remained compassionate, resilient and focused on treating COVID patients and supporting vaccination efforts.

Hospital helps reach milestone in patient care and service

Yale New Haven Hospital helped YNHHS reach the milestone accomplishment of recording the one-millionth call to the YNHHS COVID-19 Call Center. The Center, a critical resource for employees and the community, opened in March 2020 and was originally designed to answer questions about COVID-19 symptoms and prevention and to scheduling testing. Over time, the Center began meeting other COVID-related needs, including offering mental health support and patient monitoring. Once vaccines became available, the Call Center was instrumental in providing vaccination information.

Another milestone reached with the COVID vaccine for children

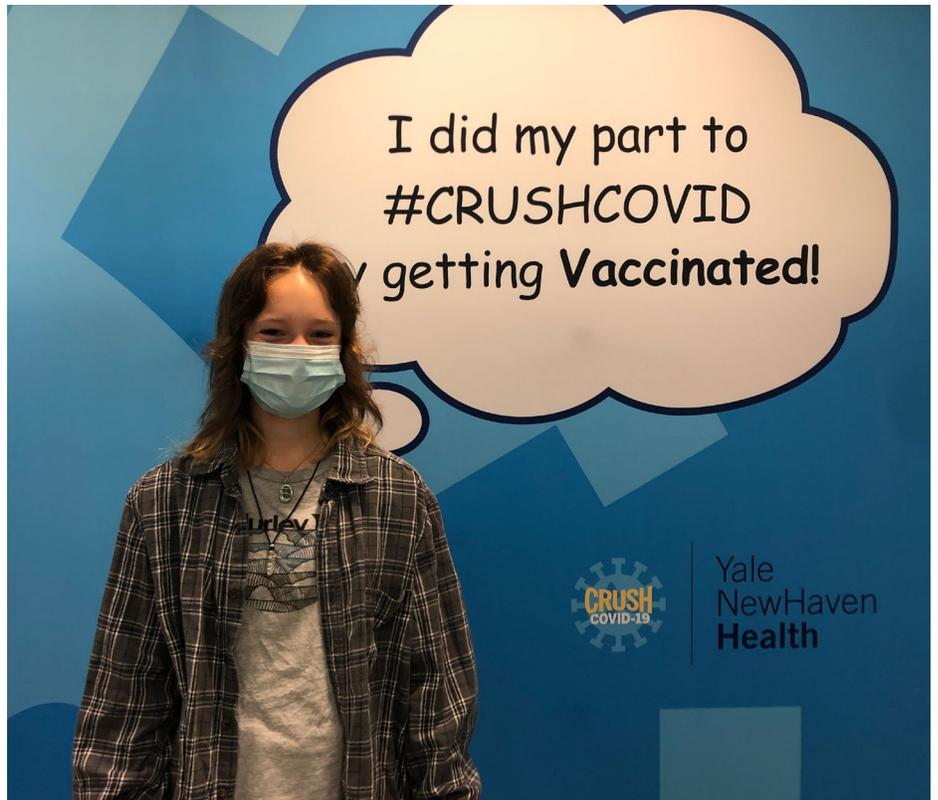
In November 2021, Yale New Haven began giving children their first dose of the Pfizer COVID-19 vaccine at sites across Connecticut. Yale New Haven Children's Hospital joined in a national campaign to ensure children and families access to resources and safe, age-appropriate vaccination sites in their local communities. Selected by the State of Connecticut to lead the pediatric COVID-19 vaccination initiative, Yale New Haven also distributed vaccine doses to pediatricians' offices around the state.



The YNHHS COVID-19 Call Center opened at the onset of the pandemic.



Yale New Haven lead the pediatric COVID-19 vaccination program for the State of CT.



Community Partnerships

Yale New Haven Hospital 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 communities.

Closer to Free Ride 2022

The 12th annual Closer to Free bike ride raised more than \$2 million in gifts and donations for Smilow Cancer Hospital. After two years as a virtual ride due to COVID-19, the 2022 Closer to Free Ride welcomed cyclists back in-person for a hybrid event. Keith Churchwell, MD, YNHH president, captured the spirit of the event during his remarks at the opening ceremony at the Yale Bowl.

3D Mammography van

Celebrating 35 years in operation, the YNHH mammography van was the first mobile unit in the country equipped with both 3D mammography and screening ultrasound, providing advanced screening for breast cancer to women of all ages and socioeconomic backgrounds in communities across Connecticut.



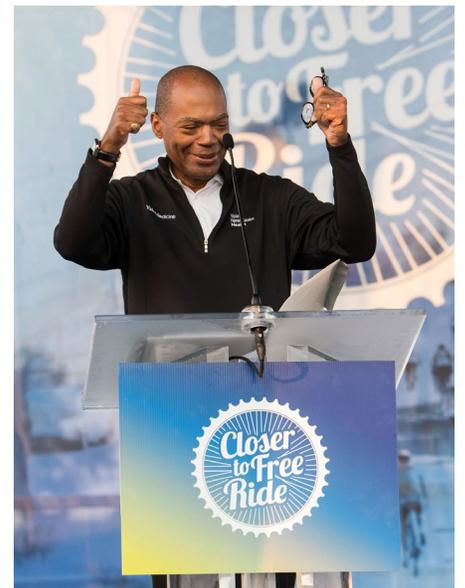
Closer to Free riders begin their journeys by passing Smilow Cancer Hospital.



Closer to Free 2022 riders



The newly renovated mammography van travels throughout the state providing screening services.



YNHH President Keith Churchwell, MD, kicks off the Closer to Free ride opening ceremonies.

Venturing into the community to target high blood pressure

The Yale New Haven Heart and Vascular Center and the American Heart Association (AHA), dedicated to ensuring health equity, partnered to target high blood pressure and make a sustainable impact on the cardiovascular health in the most impacted area communities. They launched a blood pressure monitoring initiative at selected New Haven barbershops. YNHH clinical healthcare staff visited the shops, set up blood pressure monitors and discussed next steps for those who may need intervention.

“Hypertension... can lead to devastating outcomes such as heart attacks, strokes, and kidney disease. Yet many (men) are unaware they have high blood pressure, or do not want to come in for care,” said Erica Spatz, MD, director, Yale New Haven Hospital Heart and Vascular Center for Preventive Cardiovascular Health Program and associate professor at the Yale University School of Medicine. “... Screening for high blood pressure is necessary, but not sufficient. We need to build easy and trustful care pathways to control blood pressure and improve men’s health, and that is what we are doing.”



Heart and Vascular Center staff set up a blood pressure monitoring station at Dexter's Barber Shop in New Haven.



Employees generously donated more than 7,700 meals to help combat food insecurity in local communities

Caring beyond the medical care

Hundreds of Yale New Haven Hospital employees and medical staff members donated 9,290 pounds of food – 7,742 meals – to 15 Greater New Haven hunger-relief organizations during the health system’s second annual #GiveHealthy online food drive. YNHHS started the virtual food drive because COVID-19 made in-person food drives as the COVID-19 pandemic's economic impact made it harder for many people to purchase food.

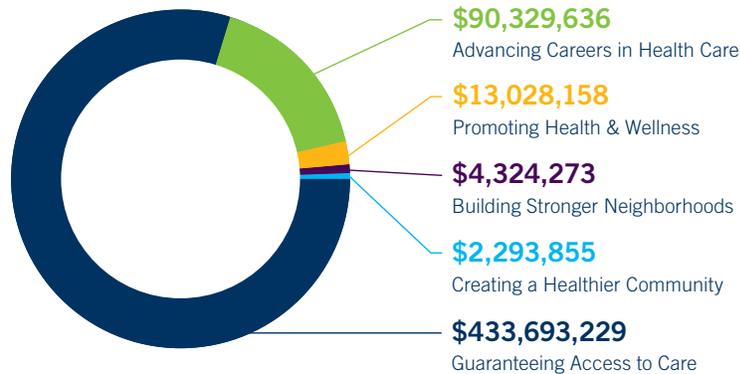
Community Benefits

YNHH is an essential part of the community it serves. 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.

2021 Community Benefit Report

\$543,669,151

in financial and in-kind contributions through five wide-ranging programs



During 2021, YNHH managed \$543.7 million in financial and in-kind contributions through five wide-ranging programs

Awards and Recognition

U.S. News & World Report Best Hospitals 2022-23



YNHH ranked nationally in nine of 16 specialties in the national in the *U.S. News & World Report's* annual America's Best Hospitals listing.

Yale New Haven Children's Hospital ranked among the best children's hospitals in the nation for eight out of ten pediatric subspecialties in the Best Children's Hospitals rankings.

U.S. News & World Report named YNHH a 2022-2023 High Performing Hospital for Maternity Care.

Magnet Recognized



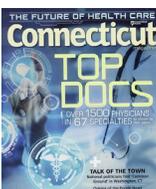
Yale New Haven Hospital holds the prestigious Magnet designation from the American Nurses Credentialing Center (ANCC) – among the seven percent of hospitals to achieve this designation.

Diversity, Equity, Inclusion and Belonging



YNHH named a Top Company for Hospitals & Health Systems by Diversity, Inc., for commitment to diversity and inclusion and awarded LGBTQ+ Health Equality Top Performer designation by the Human Rights Campaign.

Top Doctors



More than 390 Yale New Haven Hospital-affiliated physicians named Top Docs by *Connecticut Magazine*.

Best Maternity Care



Newsweek named Yale New Haven Hospital a top hospital in the state for maternity care.

Gold Seal in Stroke Care



YNHH earned The Joint Commission's Gold Seal of Approval® for Stroke Center certification. The York Street Campus was recertified as an Advanced Comprehensive Stroke Center, and the Saint Raphael Campus was recertified as an Advanced Primary Stroke Center.

YNHH Emergency Department accredited in care for older adults



Yale New Haven was one of first hospitals in the state (and YNHHs one of only 13 health systems in the nation) to receive Geriatric Emergency Department Accreditation (GEDA) by the American College of Emergency Physicians. The accreditation means that all four YNHH Emergency Departments have met specific criteria for high-quality care of older adults.

Best Workplaces for Commuters



For the 10th consecutive year, YNHH designated as one of the nation's Best Workplaces for commuters.

Financial Performance

Consolidated Balance Sheet

Year ended September 30, (Amounts are in thousands)

	2022	2021
Assets		
Current assets		
Cash and cash equivalents	\$ 36,402	\$ 239,003
Short-term investments	2,161,169	2,597,921
Patient receivables	448,284	395,010
Professional liabilities insurance recoveries receivable	48,690	41,081
Other assets	197,376	185,378
Assets limited as to use – debt service fund	6,065	5,719
Total current assets	2,897,986	3,464,112
Assets limited as to use	130,015	151,601
Long-term investments	123,205	137,415
Professional liabilities insurance recoveries receivable	111,563	100,199
Right of use assets	151,871	157,182
Other assets	230,333	225,830
Property, plant and equipment	1,096,437	1,082,839
Goodwill	45,040	45,040
TOTAL ASSETS	\$4,786,450	\$5,364,218

Consolidated Balance Sheet

Year ended September 30, (Amounts are in thousands)

2022

2021

Liabilities and Net Assets		
Current liabilities		
Accounts payable and accrued expenses	\$649,101	\$551,769
Current portion of long-term debt	11,537	11,123
Current portion of finance lease obligations	3,367	3,173
Current portion of professional liabilities	48,690	41,081
Variable rate debt classified as current	175,420	183,741
Operating lease liability – short term	21,665	20,804
Other liabilities	100,112	283,619
Total current liabilities	1,009,892	1,095,310
Long-term debt, net of current portion and deferred financing costs	528,453	532,899
Long-term finance lease obligations, net of current portion	27,888	31,229
Accrued pension and post-retirement benefit obligations	134,199	204,902
Professional liabilities, net of current portion	175,614	162,508
Operating lease liability – long term	130,466	136,868
Other liabilities	311,160	393,954
TOTAL LIABILITIES	2,317,672	2,557,670
Net assets		
Without donor restrictions	2,324,854	2,646,811
With donor restrictions	143,924	159,737
Total net assets	2,468,778	2,806,548
TOTAL LIABILITIES AND NET ASSETS	\$4,786,450	\$5,364,218

Consolidated Statement of Operations

Year ended September 30, (Amounts are in thousands)

2022**2021**

	2022	2021
Operating revenue		
Net patient service revenue	\$3,477,826	\$3,259,663
Other revenue	561,840	541,651
Total operating revenue	4,039,666	3,801,314
Operating expenses		
Salaries and benefits	1,651,111	1,452,802
Supplies and other	2,443,967	2,188,693
Depreciation and amortization	119,737	119,956
Insurance	33,381	41,777
Interest	19,754	20,491
Total operating expenses	4,267,950	3,823,719
(LOSS) INCOME FROM OPERATIONS	(228,284)	(22,405)
Non-operating losses and gains:		
(Loss) Income from investments, donations and other, net	(289,576)	477,958
Pension costs other than service cost	2,578	1,515
Change in fair value of swap, including counterparty payments	46,984	15,484
Total non-operating gains, net	(240,014)	494,957
EXCESS OF REVENUE OVER EXPENSES	(\$468,298)	\$472,552

YNHH Leadership

(As of 9/30/22)

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Vice President, Accreditation and Regulatory Affairs

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†Deceased

*YNHHS employees with significant YNHH roles

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(As of 9/30/22)

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†Deceased

*YNHHS employees with significant YNHHS roles

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