

Yale
NewHaven
Health

Determination.
Inspiration.
Resilience.

FISCAL YEAR 2020

Yale New Haven Hospital | Bridgeport Hospital | Greenwich Hospital |
Lawrence + Memorial Hospital | Westerly Hospital | Northeast Medical Group

A Year Like No Other

It typically is not in our nature to welcome difficult, challenging times with open arms, but the coronavirus pandemic showed us that when faced with a catastrophic event, people find strength in themselves and with others to make the impossible possible.

Our health system started the 2020 fiscal year on a positive note with strong financial performance, healthy patient volumes and exciting plans for many of our programs and services. Sometimes the saying about the best-laid plans is true. While epidemiologists prognosticated about the next great epidemic, no one anticipated that a novel coronavirus would grip the world in fear within a matter of weeks.

2020 certainly presented more than a few challenges – and far too many moments of sadness. But as often happens in very difficult times, we also see people at their finest. Most of our employees and physicians had never dealt with a pandemic, but their experience with past disasters and flexibility in assuming different roles helped Yale New Haven Health prepare for and respond to COVID-19's arrival on our doorstep in early March.

The spring came, and with it COVID-19's first wave. At times, the race to care for patients, to find scarce resources and to protect our community felt like drinking from a fire hose. We collaborated with our colleagues at Yale University and Yale School of Medicine, using a combination of projection models to help us refine short-term forecasts of COVID-19 scenarios.

We learned, too, the value of telemedicine's critical role in providing inpatient and outpatient care while minimizing exposure to the virus. As we expect to see a bigger role for telemedicine in the future, we will continue to build our collaboration with Yale School of Medicine to further align our missions in caring for our patients in a safe and healthy environment. Additionally, in support of our crisis standard of care policies, the State of Connecticut Department of Public Health strongly encouraged other stakeholders to adopt protocols modeled after Yale New Haven Health's guidance of such policies.

In the midst of an unprecedented health crisis, I am proud of the way Yale New Haven Health stepped up to demonstrate true leadership. Throughout the pandemic, employees in clinical and non-clinical departments jumped into action and accomplished the remarkable to care for COVID-positive patients with compassion and fortitude. Together, we have been stronger. And with the continued distribution of safe, effective vaccines, we can see the light at the end of the proverbial tunnel.

Even in the wake of grief and sadness, our work remains clear. We will endure and demonstrate excellence in safe, high-quality patient care as well as instill a spirit of unparalleled camaraderie among our staff.



A handwritten signature in black ink that reads "Marna P. Borgstrom". The signature is fluid and cursive, with a long horizontal line extending from the end.

Marna P. Borgstrom
Chief Executive Officer

Our Vision

Yale New Haven Health enhances the lives of the people we serve by providing access to high-value, patient-centered care in collaboration with those who share our values.

Patient Care



119,101

Inpatient Visits

3.7 million

Outpatient Encounters

Across the Health System

28,589

Employees

6,911

Individual Medical Staff



Financial Performance

\$8.4 billion

Total Assets

\$5.3 billion

Net Revenue

(2.3)%

Operating Margin



Payer Mix

- Medicare 33%
- Medicaid 14%
- Nongovernmental Payers 53%

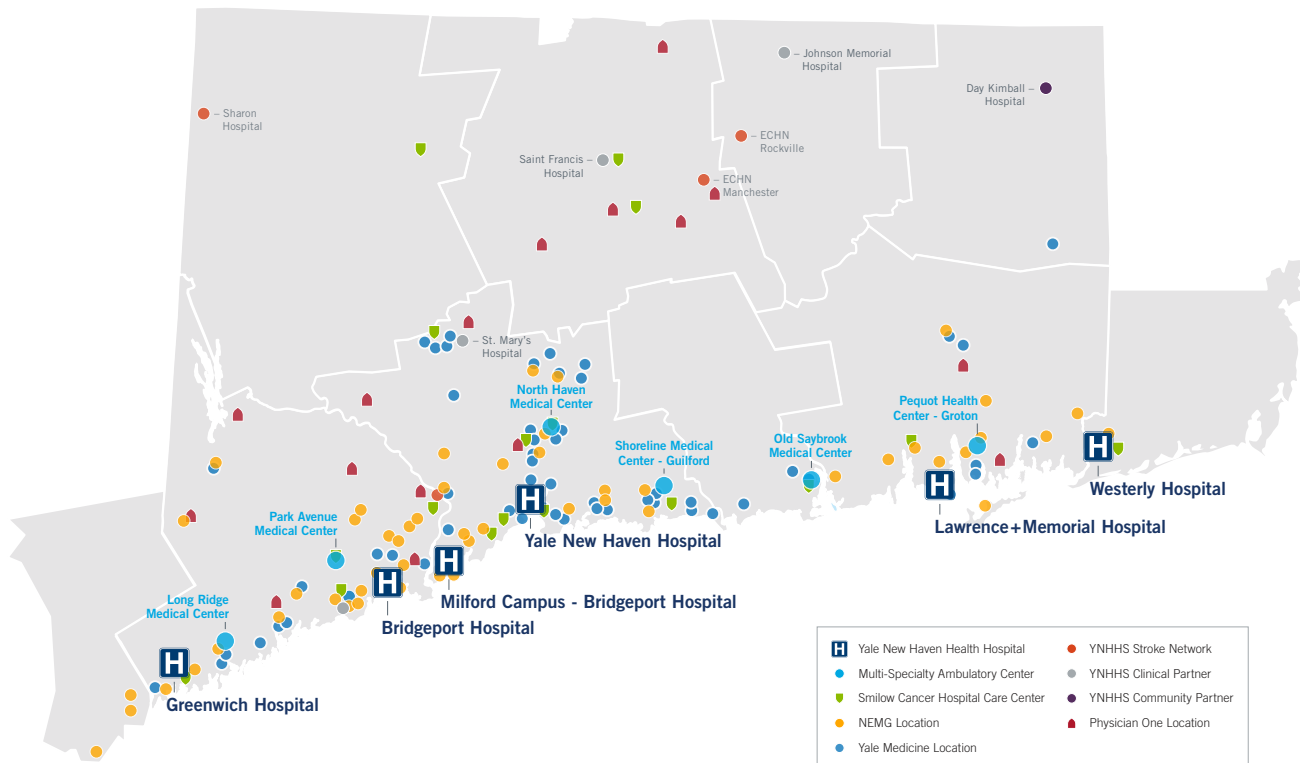
Community Contributions

\$741.1 million

Financial and in-kind contributions



This is Yale New Haven Health



We are a nonprofit health system that includes five acute-care hospitals, a medical foundation, several multispecialty centers and dozens of outpatient locations and ambulatory sites stretching from Westchester County, New York, to Westerly, Rhode Island.

Yale New Haven Hospital

Is the flagship hospital of Yale New Haven Health. Renowned for programs in cancer, heart and vascular, pediatrics, psychiatry and transplantation, YNH is the largest acute-care provider in southern Connecticut and one of the Northeast's major referral centers. YNH is the primary teaching hospital for Yale School of Medicine.

Bridgeport Hospital

Serves patients at its Bridgeport and Milford campuses as well as at Park Avenue Medical Center in Trumbull. It is home to the only burn center in Connecticut and features the second inpatient campus of Yale New Haven Children's Hospital. It offers specialized services in cancer, geriatrics, neurology and neurosurgery and cardiac care.

Greenwich Hospital

Is a national leader in patient satisfaction and service excellence, with programs dedicated to women's health, children's services, cancer and orthopedics.

Lawrence + Memorial Hospital

Includes southeastern Connecticut's only newborn intensive care unit, a wound and hyperbaric center and an acute rehabilitation unit. The Smilow Cancer Hospital Care Center in Waterford, Connecticut, provides medical oncology services, gynecologic oncology and radiation oncology.

Westerly Hospital

Offers interventional pain management, wound care and anticoagulation clinic and cardiac pulmonary rehabilitation services. It is also the site of the first Smilow Cancer Hospital Care Center in Rhode Island.

Northeast Medical Group

Is a multispecialty medical foundation of more than 1,000 medical professionals and 2,000 employees across 100 sites from Rye Brook, New York, to Gales Ferry, Connecticut.

Cultivating World-class Care

Leadership with Vision

Yale New Haven Health announced four executive leadership appointments aligned with the health system's strategic direction for a strong future with Christopher O'Connor, FACHE, as YNHHS president; Anne Diamond, JD, as Bridgeport Hospital president; Diane Kelly, DNP, RN, as Greenwich Hospital president; and Keith Churchwell, MD, as Yale New Haven Hospital president. With Yale New Haven Hospital as the primary teaching hospital of Yale School of Medicine, the health system welcomed the school's new dean, Nancy Brown, MD, to advance high-quality care throughout the region.

Forward-thinking Patient Care

Fostering precision medicine research and healthcare delivery through the integration of technology and advanced analytics, Yale New Haven Health, with Yale School of Medicine, moved forward with a Computational Health Informatics Platform. Phenotypic data and genotypic data will help develop new therapies and diagnostic tools to drive improved healthcare outcomes.

Greenwich Hospital instituted a neuroscience program that includes lifesaving mechanical thrombectomy, becoming the only hospital in lower Fairfield County to offer this latest technology and advanced treatment for acute stroke.

The Heart and Vascular Center robotic cardiac team performed the 100th robotic mitral valve repair surgery, which offers patients smaller incisions, less pain, a shorter hospital stay and quicker recovery. Yale New Haven Hospital is the only hospital in New England offering robotic mitral valve repair.

Providing patients with advanced hernia repair, Yale New Haven Hospital at Shoreline Medical Center performed the state's first outpatient ambulatory center robotic hernia repair using the da Vinci Xi. The robotic surgery provides 3D images of the surgical area versus 2D images for laparoscopic surgery.

Expert Care Close to Home

Bridgeport Hospital launched an enhanced Stroke Center for immediate on-site stroke care through advanced neurosurgical procedures. The center includes a telestroke program and procedures that can reverse stroke symptoms.

Smilow Cancer Hospital Care Center in Greenwich expanded its arsenal in the fight against cancer through interventional oncology services that use minimally invasive, targeted procedures to deliver treatment directly to the tumor, sparing surrounding healthy tissue.

A new, innovative surgical program at Greenwich Hospital treats breast cancer-related lymphedema, a chronic condition that can impair health and mobility long after completing cancer treatment. The advanced procedure, performed by a plastic surgeon, focuses on natural tissue breast reconstruction.

Westerly Hospital opened a Smilow Cancer Hospital Care Center, the first in Rhode Island, bringing patients in southeastern Connecticut and Rhode Island access to clinical trials, immunotherapies, genetic counseling, second-opinion consultations, nutrition counseling and survivorship guidance.

Care in Our Communities

The Mohegan Tribe named Yale New Haven Health as its preferred healthcare provider partner for all Mohegan Tribal citizens, employees and their families. The health system offers on-site primary care, walk-in care, specialty care services and a patient resource center.

Collaborating with Cornell Scott-Hill Health Center and Fair Haven Community Health Care, Yale New Haven Hospital developed the New Haven Primary Care Consortium and opened a community clinic to broaden access to primary care services, women's services and pediatric/adolescent care.

Lawrence + Memorial Hospital initiated a multiphase project that includes a major power upgrade and renovation of the Emergency Department to include private exam rooms, new patient waiting and triage areas, and clinical stations.

Westerly Hospital unveiled a \$4 million pharmacy that houses a computerized carousel that dispenses medications by bar code and automatically reorders supplies; a negative-pressure hood for safe preparation of chemotherapy medications; and a non-hazardous clean room to ensure sterility during preparation of IV medications.

Northeast Medical Group opened a new 25,000-square-foot multispecialty center in Fairfield that includes 45 exam rooms and three procedure rooms for 30 medical specialists. The center also houses a blood draw station and X-ray services.

Through a partnership with the University of New Haven, Yale New Haven Health created a campus health services program for students and employees of the university. The partnership provides care on campus, via telehealth, and at its facilities. YNHHS' physician foundation, Northeast Medical Group, provides primary care, COVID-19 testing and student health.

VNA South Central Connecticut integrated with Yale New Haven Health to become Home Care Plus-South Central Connecticut. The community-based, home-care service agency enhances the health system's ability to provide coordinated, high-quality home care services to the New Haven, Milford and Valley regions.

Bridgeport Hospital joined the Age-Friendly Health Systems initiative, a movement to improve health care for older adults. The hospital is one of more than 100 health systems working to tailor care for older adults to their goals and preferences.

Heroes Work Here



At the fiscal year's start, no one saw the global health crisis that was looming a few months later.

Throughout the coronavirus pandemic, the employees and medical staff of Yale New Haven Health placed themselves between their patients and a deadly adversary. Commitment and compassion strengthened their resolve to see the pandemic to its end.

Thanks to their determination, Yale New Haven Health swiftly converted hospital space to COVID-19 units, assembled drive-through specimen collection sites and mobile testing units, created onsite specimen testing capabilities, instituted new treatment and medication therapies, launched employee wellness initiatives and procured nearly impossible-to-find resources from PPE to ventilators to medications. Their remarkable efforts kept our patients and communities safer through the pandemic's initial months. They truly are our heroes.

Major COVID-19 milestones at YNHHS

1/20/20 CDC confirms first U.S. coronavirus case	3/9/20 GH opens first specimen collection center	3/11/20 First COVID-19 positive patient confirmed at GH	3/14/20 YNHH sees first COVID-19 patient	4/15/20 More than 34,000 YNHHS outpatient telehealth visits conducted since March 9	4/21/20 YNHHS COVID-19 positive inpatients peak at 790
3/9/20 YNHHS opens COVID-19 Call Center to 300 calls in first 6 hours; 2,676 in first week	3/9/20 First COVID-19 positive patient confirmed at BH	3/13/20 Virology Lab starts in-house COVID-19 testing	3/26/20 First COVID positive patient confirmed at LMH	4/16/20 BH opens 32-bed mobile field hospital for COVID-19 patients	5/18/20 YNHHS discharges 2,500th COVID-19 patient

Key: BH - Bridgeport Hospital | GH - Greenwich Hospital | LMH - Lawrence + Memorial Hospital | YNHH - Yale New Haven Hospital | YNHHS - Yale New Haven Health System

Awards and Recognition



U.S. News & World Report

Yale New Haven Hospital ranked among the top 20 hospitals in the nation by *U.S. News & World Report*, ranking nationally in 9 of 16 specialties. Yale New Haven Children's Hospital was also named among the best children's hospitals in the nation for seven out of 10 pediatric subspecialties.



Campaign for Human Rights

The Human Rights Campaign (HRC) Foundation awarded all five Yale New Haven Health hospitals the "LGBTQ Healthcare Equality Leader" designation in the Healthcare Equality Index 2019. The designation recognizes the organization's commitment and work to encourage equal care for LGBTQ Americans by evaluating inclusive policies and practices related to LGBTQ patients, visitors and employees.

Additional Honors and Milestones

DiversityInc – Yale New Haven Health was ranked eighth in the nation in the 2020 DiversityInc Top Hospitals & Health Systems List. This award recognizes Yale New Haven Health's commitment to diversity and inclusion through its work and accomplishments across all levels of the organization.

YNHHS physicians on "Best Doctors" List – 457 YNHHS-affiliated physicians were selected as *Connecticut Magazine's* 2020 Best Doctors.

An Epic Anniversary – YNHHS celebrated 10 years with Epic, the health system's comprehensive patient care and business software platform marking one of the most impactful clinical and operational integration efforts designed to help deliver the right care to the right patient at the right time.

March 9



First confirmed case of COVID-19 at YNHHS

163,075

Telehealth visits



4,935

COVID-19 patients admitted



311,562

COVID-19 tests



192,904

Calls answered at the COVID-19 Call Center



4,015

COVID-19 patients discharged



5/21/20

YNHHS laboratories perform 15,000 COVID-19 tests in one week; 95% being resulted within 24 hours

8/17/20

Yale School of Medicine and YNHHS announce Phase 3 of Pfizer vaccine trial

11/23/20

GH is one of only six U.S. medical facilities to take part in a COVID-19 hyperbaric oxygen therapy clinical trial

12/10/20

YNHHS, Trinity Health of New England and NuVance Health, partner to educate and support local communities on the COVID-19 vaccine

12/15/20

YNHHS receives first shipment of Pfizer vaccine, begins employee vaccinations

12/23/20

YNHHS receives first shipment of Moderna vaccine

12/31/20

YNHHS administers 619,627 COVID-19 tests

1/21/21

YNHHS begins administering vaccines to the public across 12 sites

2/23/21

YNHHS administers 100,000th vaccine dose

3/2/21

YNHHS receives first shipment of Johnson & Johnson vaccine

2020 Yale New Haven Health System Profile

	Yale New Haven Hospital	Bridgeport Hospital	Greenwich Hospital	Lawrence + Memorial Hospital	Westerly Hospital	Northeast Medical Group	Total YNHHS
Total Licensed Beds ¹	1,541	501	206	308	125	n/a	2,681
Inpatient Discharges	68,894	21,686	12,737	12,609	3,175	n/a	119,101
Outpatient Encounters	1.3M	360,391	253,779	284,718	101,291	1.4M	3.7M
Total Assets ²	\$5.9B	\$871M	\$904M	\$521M	\$103M	\$126M	\$8.4B
Net Revenue ³	\$3.1B	\$728M	\$468M	\$394M	\$83M	\$487M	\$5.3B
Medical Staff ⁴	5,882	1,812	925	709	307	1,211	6,911
Employees ⁵	14,592	3,395	1,790	2,307	742	2,216	28,589

¹ Licensed bed number includes bassinets.

² Includes Yale New Haven Health Services Corporation assets in the Yale New Haven Hospital column.

³ Includes Yale New Haven Health Services Corporation revenue in the Yale New Haven Hospital column.

⁴ Includes Residents and Fellows, MD Hospitalists included in NEMG column; includes non-physician Affiliated/Allied Health (advanced care practitioners). Total YNHHS column reflects unique number of individuals, not a cumulative total.

⁵ Employees represent counts and not FTEs. System Total includes Health Services Corporation employees; Lawrence + Memorial includes VNASCT employees.

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