

Innovation. Transformation. Hope.

FISCAL YEAR 2021

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

Mastering the elusive art of the pivot

In a world turned upside down by COVID-19, our health system saw hope in a small glass vial when the first shipment of the Pfizer-BioNTech vaccine arrived on our doorstep in December 2020. Many cheered. Some shed tears mixed with joy and relief. That initial shipment, followed by those from Moderna and Johnson & Johnson/Janssen launched a new phase in our response to the highly infectious respiratory virus that sent thousands to our hospitals.

The fiscal year opened in an uneasy detente with the coronavirus. Inpatient COVID-19 hospitalizations and community infection rates stabilized, as the health system emerged on the other side of the first surge. There was no respite, however, for our hospitals or staff. Non-COVID inpatient volume peaked, as the effect of delayed care took its toll on patients who arrived in our emergency departments with complex diagnoses, requiring additional inpatient care, treatment and resources.

Once safe, effective vaccines became available, first to our frontline staff and then to eligible adults, we dared breathe a sigh of hopeful relief, as dreams of community immunity did not seem as elusive as they did the previous year. Access to the vaccine became critical. Together, with our colleagues at Yale School of Medicine, we rallied to “Crush COVID” and paved the way for a dozen vaccination sites across the state. We collaborated with even more community organizations to bring the vaccine closer to the people we serve. By the end of the year, Yale New Haven Health had administered more than 450,000 doses of the vaccine.

There was no rest for the weary, however. Faced with multiple challenges, employees and medical staff across the health system learned the importance of pivoting to do whatever it took to keep our staff and our patients safe. They successfully implemented tangible, immediate solutions to alleviate multi-layered stressors related to admissions, discharge planning, treatment protocols and patient satisfaction. Their herculean efforts were nothing but remarkable, especially when we stared down a second wave of COVID-19 infections during the first half of the year, followed by a third wave in the summer.

This collective sense of ingenuity, drive and compassion is what sets Yale New Haven Health apart from other healthcare organizations. I will be forever appreciative of the incredible group of 30,000 individuals who continue to strengthen the foundation of our work, every day, one patient at a time.



A handwritten signature in black ink that reads "Marna P. Borgstrom".

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



153,058

Inpatient Visits

5.2 million

Outpatient Encounters

307,386

Emergency Department Visits

Across the Health System

29,486

Employees

7,511

Individual Medical Staff



Financial Performance

\$9.05 billion

Total Assets

\$5.88 billion

Net Revenue

0.7%

Operating Margin

Payer Mix

- Medicare 31%
- Medicaid 14%
- Nongovernmental Payers 55%



Community Contributions

\$762.6 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 multispecialty medical group and dozens of outpatient locations 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, Yale New Haven Hospital is the largest acute-care provider in southern Connecticut and one of the Northeast's major referral centers. Yale New Haven Hospital is the primary teaching hospital for Yale School of Medicine.

Bridgeport Hospital

Serves patients at its Bridgeport and Milford campuses. 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

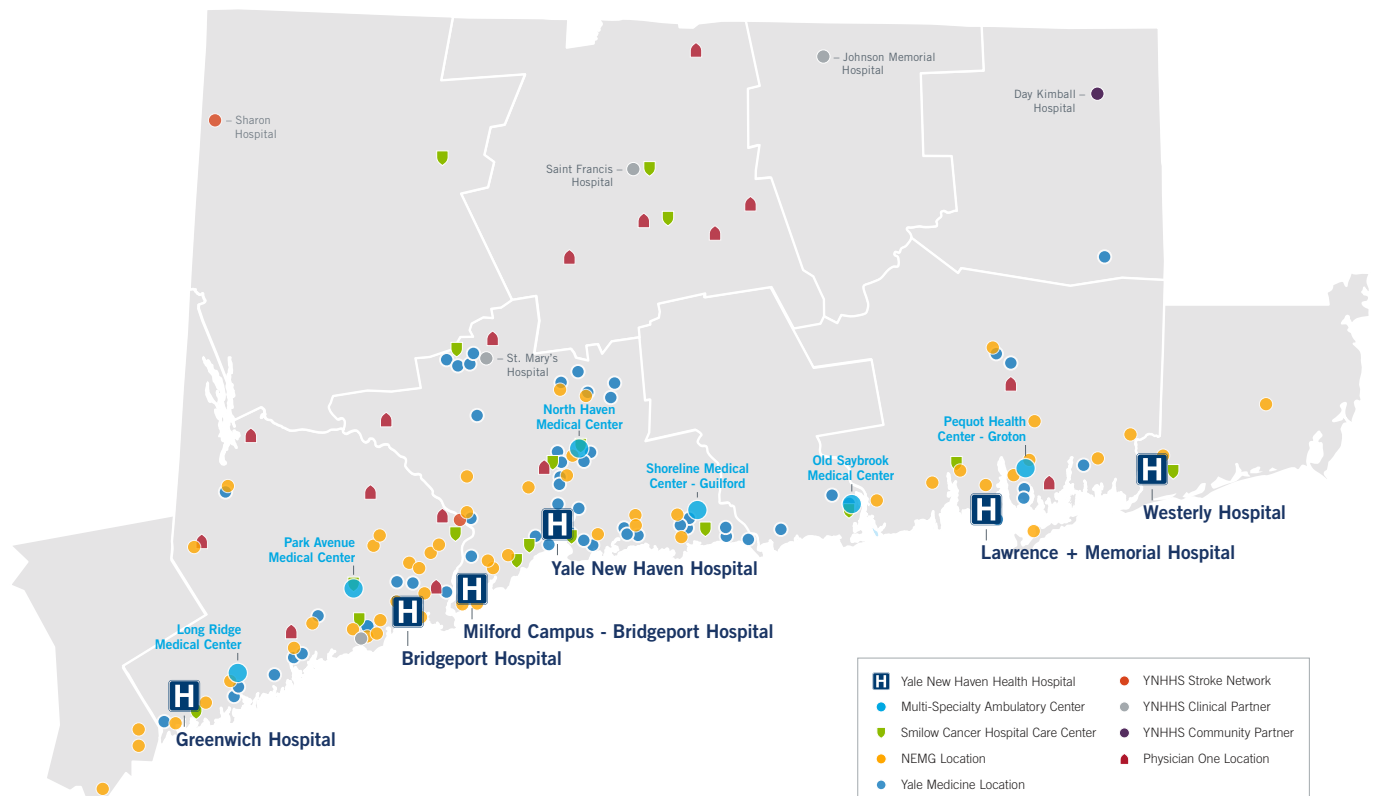
Cancer Hospital Care Center in Waterford, Connecticut, provides medical oncology services, gynecologic oncology and radiation oncology.

Westerly Hospital

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

Northeast Medical Group

Is a multispecialty medical foundation of more than 1,300 medical professionals and 2,300 employees across 153 sites from Rye Brook, New York, to Gales Ferry, Connecticut.



The Forefront of Advanced Care

Moving Medicine Forward

Yale New Haven Health won the American Hospital Association's 2021 Quest for Quality Prize for healthcare leadership and innovation in improving quality and advancing health in communities.

Surgeons at Yale New Haven Children's Hospital (YNHCH) performed the first successful United Network of Organ Sharing-sanctioned pediatric heart transplant in Connecticut and Rhode Island, becoming the only destination for comprehensive pediatric heart care across the two states.

Smilow Cancer Hospital Care Center at Waterford introduced the positron emission tomography nuclear medicine imaging agent to detect certain types of recurrent or metastatic breast cancer. Locating estrogen receptor positive lesions helps determine treatment protocols, yielding more personalized, outcomes-oriented plans for patients.

The Neonatal Intensive Care Unit at YNHCH took delivery of a neonatal Embrace MRI machine. One of only two in the United States, the MRI provides faster, safer imaging to better detect brain issues in premature infants.

Westerly Hospital was the first hospital in New England to use ExactVu, a micro-ultrasound device to visualize prostate tumors more precisely for patients undergoing prostate-specific antigen screening and prostate biopsies.

Changing COVID-19's course, Bridgeport Hospital was one of the first in the state to offer lifesaving monoclonal antibody therapy for people at risk for hospitalization. The one-dose treatment reduced the need for inpatient care among those with mild to moderate symptoms.

Expert Care Close to Home

The Heart and Vascular Center at Yale New Haven Hospital performed its 500th heart transplant. The center's Structural Heart Program received transcatheter valve

certification from the American College of Cardiology – the first and only program in Connecticut recognized for quality of care and outstanding outcomes.

The Centers for Medicare and Medicaid Services awarded Greenwich Hospital a five-star rating in several categories including treatment of heart attacks and pneumonia, readmission rates and safety of care.

Bridgeport Hospital launched a Postpartum Cardiac Risk Reduction Clinic to lower the risk of cardiovascular disease in women who developed certain common pregnancy complications. The clinic offers long-term postpartum care, lifestyle management, care coordination, nutrition consultations, medication management and community resources.

The acquisition of the da Vinci Xi Surgical System at Westerly Hospital expanded the hospital's operating room capabilities by offering a minimally invasive alternative to traditional open surgeries. The device helps treat conditions such as urologic cancers and reconstruction, hysterectomies and many general surgical procedures.

To deliver lifesaving stroke care faster, Bridgeport Hospital introduced thrombectomy – an emergency surgical procedure for patients with ischemic stroke to improve their chances of recovery.

The Heart and Vascular Center at Bridgeport Hospital completed its 300th transcatheter aortic valve replacement (TAVR). The minimally-invasive procedure replaces damaged aortic valves without the need for open-heart surgery.

Breakthroughs in Care and Caring

Researching new ways to counter the effects of COVID-19, Greenwich Hospital was selected as one of six medical facilities nationwide – and the only one in Connecticut – to participate in a yearlong trial to treat COVID-19 patients with hyperbaric oxygen therapy.

Focusing on reducing hospital-acquired infections, Lawrence + Memorial and Westerly hospitals marked more than one year without a single catheter acquired urinary tract infection among patients. Lawrence + Memorial Hospital also dramatically reduced the number of colon surgical site infections.

Focusing on Community

Yale New Haven Health opened the Uncasville Medical Center at Mohegan Sun. Staffed by Northeast Medical Group, the center offers the community walk-in care, primary care, endocrinology, Ob-Gyn, cardiovascular programs for women and psychiatry.

A new screening 3-D mammography and breast ultrasound van delivers the highest quality breast imaging expertise to women throughout Connecticut, including women in underserved neighborhoods who might not be able to access other screening locations because of work schedules, lack of transportation or language barriers.

Northeast Medical Group and Westerly Hospital expanded the urology program by opening a new practice in Warwick, Rhode Island, and offering advanced minimally invasive procedures at Westerly Hospital.

Yale New Haven Hospital, Fair Haven Community Health Care and Cornell Scott Hill Health Center, as part of the New Haven Primary Care Consortium, opened a primary care hub in New Haven. The site hosts adult medicine, women's care and pediatrics, radiology and blood draw services to bring much-needed care to vulnerable patient populations affected by poverty, food insecurity and housing instability.

Continuing to grow medical and clinical services to meet the public's healthcare needs, Northeast Medical Group added more than 860 physicians and 470 advanced practice providers as well as practices in Rhode Island and Connecticut.

A Bright Spot in a Transforming Battle

Whatever It Takes

As the pandemic's first wave ebbed, hope emerged with successful vaccines designed to build immunity. On the heels of a second wave in the fall, the Pfizer-BioNTech vaccine was the first granted Emergency Use Authorization by the FDA, followed by those from Moderna and Johnson & Johnson/Janssen. Frontline healthcare workers, heroes to patients and the public for their unwavering commitment to patient care, received the first doses.

Rolling up their shirtsleeves, staff attested to the safety and necessity of the vaccines – launching the health system's Crush COVID-19 community campaign. Within weeks, YNHHS opened 12 vaccination sites across the state, quickly administering 100,000 vaccine doses to those who met eligibility requirements. Hundreds of volunteers, dubbed the "Crush COVID Crew," helped staff the sites. By the end of the fiscal year, YNHHS had administered more than 450,000 doses.

Vaccination, masking and testing represented the protective triumvirate to stave off COVID-19. As people became increasingly aware of COVID-19's symptoms and easy transmission, the health system's robust testing enterprise surpassed 1 million PCR tests. Over 95 percent of these tests were collected by YNHHS personnel and tested by its labs, making YNHHS unique in Connecticut for offering complete large-scale COVID-19 testing services – with 97 percent of patients receiving results within two days.

Treatment methods continued to advance in the pandemic's second year. Monoclonal antibody therapy became the go-to treatment for people who tested positive and were at risk of hospitalization. Bridgeport Hospital was an early adopter of

the one-dose IV infusion, which stimulates the body's immune system to fight viruses like COVID-19. Patient care across YNHHS benefited from the consistency of shared treatment algorithms and protocols, including the use of ventilators, high flow oxygen and proning to improve overall oxygenation.

As pandemic restrictions eased, YNHHS hospitals experienced an unprecedented surge of people seeking inpatient and ambulatory care. Many delayed care and now arrived with complex diagnoses that required more care and longer hospital stays. In tandem, YNHHS emergency departments saw patient volume soar, creating challenges in patient throughput.

By late summer, when most of the adult population had access to vaccination, a third COVID-19 wave started its upward climb due to the more contagious Delta variant, which had a greater likelihood to result in hospitalizations among the unvaccinated. Connecticut's high community vaccination rates, however, contributed to fewer overall hospitalizations than during the first wave. Of those hospitalized, however, most had not been vaccinated, leading many to refer to this phase as the "pandemic of the unvaccinated."

In July, the health system, with the Connecticut Hospital Association, announced that COVID-19 vaccination would become a mandatory condition of employment. Over 98 percent of YNHHS employees and medical staff complied, reinforcing the commitment to creating a safe patient care environment and workplace.

Despite an unrelenting foe, staff maintained their professionalism, compassion and strength to face each challenge with a steady confidence that comes from the knowledge that they made a difference in the lives of thousands during extraordinary times.

COVID-19 by the Numbers

434,428

Telehealth visits



9,658

COVID-19 patients admitted



451,283

COVID-19 vaccinations



494,785

Calls answered at the
COVID-19 Call Center



9,028

COVID-19 patients
discharged



1,108,025

COVID-19 tests



YNHHS Response to COVID-19

12/15/20

YNHHS receives first shipment of Pfizer vaccine, begins employee vaccinations.

12/23/20

YNHHS receives first shipment of Moderna vaccine.

1/21/21

YNHHS begins vaccinating the public across six sites, followed by six more on 1/27/21. Volunteers, called the "Crush COVID Crew," help staff the clinics.

2/27/21

FDA grants Johnson & Johnson/Janssen's COVID-19 vaccine Emergency Use Authorization.

3/1/21

YNHHS Call Center fields 4,426 calls, the most handled in a single day. Governor Ned Lamont expands vaccination eligibility to teachers and people 55 and older.

3/2/21

YNHHS receives first shipment of Johnson & Johnson/Janssen vaccine.

3/9/21

YNHHS marks one year since its first COVID-19 patient, discharging 9,524 COVID-19 patients.

3/31/21

The Winchester Center for Lung Disease moves to larger space to better accommodate patients with post-COVID-19 pulmonary disorder.

4/18/21

YNHHS administers 300,000th vaccine dose.

4/21/21

YNHHS conducts 1 millionth COVID-19 test.

6/1/21

YNHCH starts the Children's Post-COVID Comprehensive Care Program for those with persistent symptoms following COVID-19 infection.

6/12/21

YNHHS and FEMA operate a mobile vaccination unit to administer COVID-19 vaccine in New Haven and Bridgeport communities.

7/1/21

First Delta variant cases reported in Connecticut.

7/12/21

YNHHS makes COVID vaccination mandatory for all workforce members.

9/24/21

YNHHS begins administering COVID-19 boosters and third doses.

9/30/21

YNHHS administers 451,283 vaccine doses for the fiscal year.

Key:
YNHCH - Yale New Haven Children's Hospital
YNHHS - Yale New Haven Health System

2021 Yale New Haven Health System Profile

	BH	GH	L+M	WH	YNHH	NEMG	HSC	Total YNHHS
Total Licensed Beds ¹	501	206	308	125	1,541	n/a	n/a	2,681
Inpatient Discharges	29,708	20,070	16,225	4,580	82,475	n/a	n/a	153,058
Outpatient Encounters	574,443	372,643	352,857	128,408	2.2M	1.6M	n/a	5.2M (Inclusive of COVID lab volume)
Total Assets ²	\$0.86B	\$0.95B	\$0.52B	\$0.12B	\$5.36B	\$0.10B	\$2.53B	\$9.05B
Net Revenue ³	\$0.80B	\$0.51B	\$0.45B	\$0.12B	\$3.80B	\$0.53B	\$0.79B	\$5.88B
Medical Staff ⁴	1,889	1,018	736	317	5,454	1,365	n/a	7,511
Employees ⁵	3,334	1,863	2,328	724	15,442	2,301	3,494	29,486
Locations ⁶	57	32	11	6	104	153	n/a	363

Key: BH - Bridgeport Hospital / GH - Greenwich Hospital / L+M - Lawrence + Memorial Hospital / WH - Westerly Hospital / YNHH - Yale New Haven Hospital / NEMG - Northeast Medical Group / HSC - Health Services Corporation / YNHHS - Yale New Haven Health System

1 Licensed bed number includes bassinets.

2 Total assets include eliminations.

3 HSC Net Revenue does not include eliminations; total will not equal sum of the delivery networks.

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. Lawrence + Memorial includes VNASCT employees.

6 Total locations does not equal sum of the delivery networks due to more than one delivery network offering services at certain locations.

Awards and Recognition

- American Hospital Association Quest for Quality Prize, Yale New Haven Health
- U.S. News & World Report Best Hospitals, Yale New Haven Hospital and Yale New Haven Children's Hospital

- Magnet® Designation American Nurses Credentialing Center, Yale New Haven and Greenwich hospitals
- Human Rights Campaign Foundation, LGBTQ Healthcare Equality Leader, Bridgeport, Greenwich, Lawrence + Memorial, Westerly and Yale New Haven hospitals

- Connecticut Magazine's 2021 Best Doctors
- 2021 DiversityInc Top Hospitals & Health Systems List, Yale New Haven Health, ranked 10th
- Most Wired U.S. Hospitals and Health Systems, Yale New Haven Health

