



FISCAL YEAR 2022

Challenges and Change

YaleNewHaven**Health**

Searching for critical balance in an upended world

Yale New Haven Health, like other healthcare organizations across the country, continued to feel the repercussions of pandemic fallout during the year in addition to issues related to capacity, staffing shortages plus the tridemic threat of flu, RSV and COVID. Behind the plethora of competing priorities, we must not lose sight of the hardworking people tackling these issues, teasing them apart to find creative, sound solutions that work in a new age of health care. At Yale New Haven Health, our people make the difference in how we, as the premier academic health system in Connecticut, continue to deliver safe, high-quality care to the patients and communities we are privileged to serve.

We find ourselves at a critical need for balance. The scales may tip between the financial bottom line and the investments we must make in our people and clinical services, but we cannot shrink our way to excellence or success. Growth is imperative as we look to improve access to our world-class services.

What started as a vision for the future, for example, took corporeal form in August with the groundbreaking for our \$838 million Adams Neurosciences Center and bed tower project. The center will provide an important link to research and treatment of diseases such as Parkinson's, Alzheimer's, epilepsy, multiple sclerosis and stroke. Ultimately, this state-of-the-art center, in conjunction with research conducted through Yale School of Medicine, will move us closer to eradicating these devastating diseases through innovative therapies and new

treatments. The investments made in the neurosciences center will also yield positive economic impact, creating hundreds of new construction and permanent jobs.

For all the plans, reports and spreadsheets, it is our employees, medical staff and strategic partners who make the vision of our future take hold. Staff across our health system face challenges head-on. When looking down another surge in Emergency Department admissions due to the Omicron virus and then an early rise in RSV cases, teams from multiple areas implemented changes in boarding, room assignments, inter-staff communication and discharge processes.

Importantly, as we target our efforts on strategic growth and investment in clinical care, we do so in stronger partnership with our colleagues at Yale School of Medicine. To deliver the "greatest of care" we are

focused on enhancing collaboration among the exceptional physicians of Yale Medicine and Northeast Medical Group and those who provide outstanding care through community practice. Working together, we will ensure seamless access to this exceptional care that will provide a pathway to long-term success.

Our aspirations are bold. I know that our actions will match as the year unfolds, based on the can-do character of our employees and medical staff especially when guided by our core values, mission and vision. Change is never easy, yet it is driven by keeping our patients at the center of all we do. I remain inspired by the resiliency, curiosity and courage of our teams to embrace change for the care and safety of our patients across Yale New Haven Health System.



A handwritten signature in black ink, appearing to read "Chris O'Connor".

Christopher M. O'Connor
Chief Executive Officer & President
Yale New Haven Health

Our Mission

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

Patient Care



151,850

Inpatient Visits

5.2 million

Outpatient Encounters

349,394

Emergency Department Visits

Across the Health System

30,278

Employees

7,501

Individual Medical Staff



Financial Performance

\$8.15 billion

Total Assets

\$6.18 billion

Net Revenue

-3.9%

Operating Margin

Payer Mix

- Medicare 34%
- Medicaid 15%
- Nongovernmental Payers 51%



Community Contributions

\$772.7 million

Financial and in-kind contributions

COVID-19 Testing

1,081,305

Samples





The Year in Review: Access and Throughput

Two years into the pandemic and counting, Yale New Haven Health continued to fight the good fight against COVID-19 with the arrival of the Omicron variant. Infection rates fueled a new surge of patients to emergency departments, inpatient units and care centers. The peak in January rivaled that seen at the start of the pandemic, yet our health system hospitals and staff were better prepared to manage and treat those with severe symptoms given high vaccination rates in the Northeast, improved availability of resources and standardized best practices.

A leader in COVID care pathways and protocols, Yale New Haven Health achieved a lower overall mortality rate than the state's average during the first year of the pandemic. Based on CMS data reported by Healthgrades, a leading consumer healthcare platform, Yale New Haven Hospital was named among 24 stand-out hospitals that treated the highest volume of COVID patients and reported lower than average mortality rates.

When the Going Gets Tough...

The results are a testament to exceptional care from exceptional staff – who did not have time to rest on any laurels. As COVID numbers declined, overall patient census did not. Hospitals found themselves at or exceeding capacity as people who avoided going to the hospital or their physicians' offices now faced more serious medical conditions. This delay in care translated into longer hospital stays, fewer available inpatient beds and overcrowded emergency departments. Compounding capacity issues was a pronounced staffing shortage. With an unprecedented number of open positions and fewer qualified applicants, Yale New Haven Health searched for solutions to fill positions needed to support staff who were already physically, mentally and emotionally exhausted.

Capacity issues and staffing shortages tested the organization's resolve, but staff found new ways to move the needle. Teams from across the health system converged to create actionable solutions to the most immediate challenges.

...The Tough Get Going

Staff needed support to care for the increasing number of patients. The health system launched a short-term staffing incentive program for employees interested in working where there was the greatest need.

Recognizing the myriad pressures placed on employees, Yale New Haven Health continued investing in its employees through pay increases, market adjustments for critical "in demand" positions and education assistance, including a new student loan repayment assistance program, to help eligible employees get relief from their student loans.

Addressing the nursing shortage, Yale New Haven Health and four local universities agreed to help qualified nursing student candidates enroll in nursing programs. Fairfield, Quinnipiac and Southern Connecticut State universities and Gateway Community College promised to graduate at least 557 additional nurses over the course of the next four years, in addition to those already enrolled.



Yale New Haven Health and local universities collaborated to increase enrollment in nursing programs. The system committed \$1.7 million for scholarships and books to students who otherwise wouldn't be able to attend school.



Looking at innovative ways to increase the ranks of direct patient caregivers, Yale New Haven Health established a registered apprenticeship program to train patient care associates and patient care technicians thanks to a \$10 million grant.



Critical to the health system's capacity management efforts, the Capacity Coordination Center relied on real-time data to coordinate patient throughput.

The health system received a \$10 million grant to establish a registered apprenticeship program that will train 1,250 patient care associates/ patient care technicians over the next four years and increase the availability of high-quality health care in Connecticut. During their training, the program participants are full-time employees receiving pay and benefits.

The healthcare provider shortage also extended to emergency medical personnel. To address the ongoing paramedic shortage in Connecticut, Bridgeport Hospital partnered with Shelton-based Echo Hose Ambulance and Yale Center of Emergency Medical Services on a new paramedic training program with local EMS partners.

Simultaneously, the health system needed to address patient access and throughput. Untangling overcrowding in the emergency departments, teams transformed waiting areas, hallway spaces and meeting rooms into treatment areas. Inter-team communication became critical for safe “handoffs” as patients were admitted to inpatient care. With more, sicker inpatients staying longer, the health system turned attention to improving discharge management. In creating the Capacity Champions Cup, Yale New Haven Health recognized units that met their monthly discharge targets by ensuring safe, timely discharges for inpatients clinically ready to leave. Another initiative, the daily 9 am huddle, gathered the team to identify barriers to discharge.



Emergency departments across the health system transformed available space into much-needed treatment areas and boarding space due to increased demand.



Staff expertly managed increased volumes in the hospitals' emergency departments while maintaining safe, patient-focused care.

Recovery at Home

Yale New Haven Health launched the Home Hospital program which provides high-acuity, hospital-level care to patients who meet certain clinical and social criteria in their homes. The program recognizes that the home can provide an environment conducive to healing. Home hospital programs, which have grown nationwide since 2020, also help reduce hospital overcrowding and the risk of hospital-related complications.

Additionally, Yale New Haven Health started a home infusion program so eligible patients could receive infusion treatments at home for conditions that, in the past, may have required a hospital or infusion clinic visit. The health system's infusion pharmacy prepares the infusions, and an infusion nurse provides patient education and administration. Services range from routine intravenous hydration, parenteral nutrition, antibiotic therapy and immune and monoclonal therapies.

Facing Challenges Head On

Challenging times depend on people who are willing to challenge the status quo, who find the strength to carry on, to innovate, to inspire. At Yale New Haven Health, no matter the day's issue, the patient always comes first. During an especially challenging year, the employees and medical staff across the health system faced problems compounded by the pandemic, becoming more determined to solve them and take action for the health and safety of every patient.

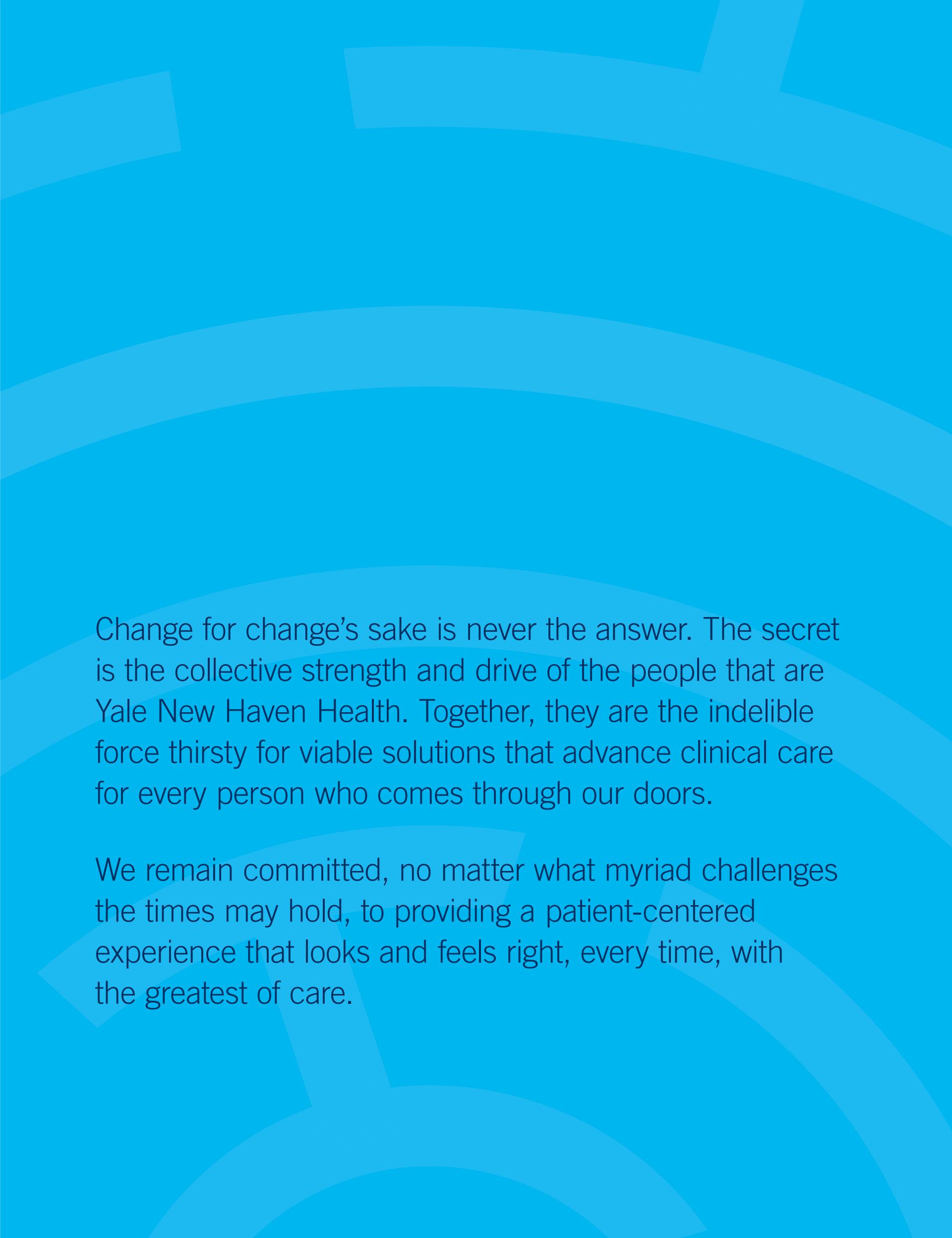


Yale New Haven Health launched a Home Hospital program to provide high-quality, hospital care in patients' homes.

Moving Forward with the Greatest of Care

Much can be learned from our past experiences, the times we've smashed the goal; the times we've fallen short. It's this curious amalgam that stirs the spirit and drives us to learn more, do more.

The collective spirit at Yale New Haven Health forges a continuous momentum to achieve the safest, highest quality care possible for the patients we serve especially during times that call for change to adapt in a new healthcare environment.



Change for change's sake is never the answer. The secret is the collective strength and drive of the people that are Yale New Haven Health. Together, they are the indelible force thirsty for viable solutions that advance clinical care for every person who comes through our doors.

We remain committed, no matter what myriad challenges the times may hold, to providing a patient-centered experience that looks and feels right, every time, with the greatest of care.

A Year of Firsts

As one of the country’s premier health systems, Yale New Haven Health is a driving force for the most current, advanced treatment methods available today in partnership with the renowned Yale School of Medicine.

Advancing the delivery of cutting-edge neurosciences research and care, Yale New Haven Hospital started construction of the Adams Neurosciences Center on the Saint Raphael Campus. The 505,000-square-foot, \$838 million center, scheduled to open in 2027, is the largest healthcare project in the state’s history and will provide a unique setting for patients seeking innovative care from movement disorders to neuro-regeneration.

The Heart and Vascular Center at Bridgeport Hospital marked a milestone with its 400th transcatheter aortic valve replacement (TAVR) procedure since its first in 2016. A minimally invasive treatment, approved by the FDA for low-risk patients with severe aortic stenosis, TAVR replaces the valve without open-heart surgery, which means less time in the hospital and a faster recovery.

Westerly Hospital was the first hospital in New England to use a state-of-the-art micro-ultrasound device that more precisely

visualizes prostate tumors for patients undergoing prostate-specific antigen screening and prostate biopsies. The new system allows for real-time, high-resolution imaging that guides the surgeon during the biopsy and produces images that allow the urologist to better distinguish cancerous tissue from normal tissue, which can enhance the quality of the biopsy.

Bridgeport Hospital was the first facility in Connecticut to use laparoscopic radiofrequency ablation, a minimally invasive treatment, for symptomatic non-cancerous uterine fibroids. Studies show that the treatment, approved by the FDA to treat fibroids, reduces the size of fibroids from about 40-70 percent.

Yale New Haven Transplantation Center performed the first liver transplant in Connecticut from a deceased donor that tested HIV-positive to an HIV-positive patient. The case also was the first liver transplant

as part of a national clinical trial under the auspices of the 2015 federal HIV Organ Policy Equity (HOPE) Act which reversed the ban on HIV-to-HIV transplantation. Yale New Haven Hospital is the only transplant center in Connecticut and one of only 17 centers in the United States with the ability to enroll its patients in the HOPE in Action Clinical Trial, sponsored by the National Institutes of Health.

Surgeons with Yale New Haven’s Heart and Vascular Center used a device called the Organ Care System (OCS) to transport a heart from a donor hundreds of miles away to New Haven, where they transplanted it into a patient. Yale New Haven Hospital is the first hospital in Connecticut – and one of only a handful nationwide – to use the OCS, informally called “heart in a box.”



Moving the dream one step closer to reality, Yale New Haven Hospital broke ground Aug. 31, 2022, on a \$838 million, 505,000-square-foot neurosciences center to provide the latest in new therapies for neurological diseases.



The architectural rendering of the Adams Neurosciences Center illustrates the anticipated transformation of Yale New Haven Hospital's Saint Raphael Campus with the addition of two patient bed towers.



Marking the 400th transcatheter aortic valve replacement procedure was a testament to the experience and skill of the structural heart team at the Heart and Vascular Center at Bridgeport Hospital during the year.



The Heart and Vascular Center at Yale New Haven became the only hospital in Connecticut to use technology called the Organ Care System, or “heart in a box,” which almost doubles the allowable travel time from donor to recipient.



With Yale New Haven Health's new home infusion program, eligible patients receive treatments in the comfort of their home instead of the hospital or infusion clinic.



The new Varian TrueBeam linear accelerator at Smilow Cancer Hospital at Yale New Haven delivers advanced radiation therapy treatments quickly and with precision.

Innovative Care and Treatment

At Yale New Haven Health, we are at the forefront of today's rapidly changing healthcare environment. Keeping the patient at the center of everything we do, we are driven to search for solutions, whether it be a cure or new treatment method or process for improvement. Our efforts reach out beyond the walls of our hospitals, to care for our communities too.

Recognizing the benefits of the home environment in patients' recovery, Yale New Haven Health launched the Home Hospital program which provides high-acuity, hospital-level care to patients in their homes. The program serves Medicare patients meeting certain clinical and social stability criteria who live within 25 miles of Yale New Haven and Bridgeport hospitals. Through in-person visits and telehealth technology, the program brings a range of hospital services to the homes of patients with heart failure, pneumonia, chronic obstructive pulmonary disease, cellulitis and other conditions.

Yale New Haven Health launched a home infusion pharmacy program that provides eligible patients intravenous (IV) drug and nutritional therapies in the comfort of their own homes, versus in a hospital or clinic, safely and with the same standards of care at home as in the healthcare setting. With its new Home Infusion Center, the health system enhances its ability to provide continuity of care for patients. Compounded medications are delivered to patients' homes, where a home infusion nurse teaches patients and their caregivers how to store, handle and administer medications and care for IV lines. Conditions commonly requiring home infusion therapy include infections, gastrointestinal diseases and disorders, dehydration, congestive heart failure, multiple sclerosis, rheumatoid arthritis, hemophilia, immune deficiencies and neurological disorders. At 8,475 square feet, the Home Infusion Center is one of the largest facilities of its kind in Connecticut.

A new imaging agent, designed specifically to detect certain types of recurrent or metastatic breast cancer, was introduced at Lawrence + Memorial Hospital. The Positron Emission Tomography (PET) nuclear medicine imaging agent, Cerianna, detects estrogen receptor positive lesions to help determine treatment protocols for patients with recurrent or metastatic breast cancer. This new advanced imaging technique provides a more specific understanding of the extent of disease in a subset of patients with breast cancer.

The Heart and Vascular Center at Yale New Haven Hospital 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. The U.S. Food and Drug Administration granted the hospital approval to use the method under Continued Access, a pathway for treatment outside of the clinical trial.

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 entire Smilow network.

Yale New Haven Children's Hospital partnered with The REACH Institute, an organization dedicated to bringing scientifically proven mental health care to families, to train hospital-affiliated and community pediatricians on behavioral health management to help address what the American Academy of Pediatrics declared a child and adolescent mental health "national emergency." The program trains pediatricians to detect issues early, offer first-line treatment, collaborate with mental health specialists and maximize use of community resources.

Longtime smokers at increased risk of developing lung cancer now have access to an innovative screening at Greenwich Hospital using low-dose CT scans that could significantly increase five-year survival rates. The team includes pulmonologists, chest radiologists, thoracic surgeons, thoracic oncologists, smoking cessation specialists and nurse practitioners.

Yale New Haven Children's Hospital launched a Pediatric Food Allergy Prevention Program, among the first of its kind in the Northeast, to help families reduce the odds that their young children will develop food allergies. Research suggests careful, early introduction of allergenic foods decreases the chance a child will develop a life-long allergy, reducing hospitalizations from accidental ingestion of allergens.

Delivering World-class Care Locally

With more treatment options and more ways to be well and stay healthy, Yale New Haven Health is making it easier for people to access the latest medical treatments, advanced research and innovations through our hospitals, physician practices and care centers. Timely treatment and expert care – all close to home.

Visiting Nurse Association Community Healthcare & Hospice and its community-based, home-health agency, Home Care Plus Inc., officially joined Yale New Haven Health in May. The partnership enhances the health system's ability to provide coordinated, high-quality home health services to people throughout the shoreline region.

A shared vision between Yale New Haven Health, Yale Medicine and Masonicare for convenient access to full-service orthopedic care became reality with the opening of comprehensive orthopedic services on Masonicare's Wallingford campus. The 7,688-square-foot facility offers area residents access to Yale Medicine physician specialists in both surgical and non-surgical interventions, sports medicine and in treating conditions affecting the hand, wrist, shoulder, hip, knee, ankle, foot and spine.

Yale New Haven Health opened a new digestive health center in Westport, which provides coordinated care at one location for medical and surgical patients including bariatric, colorectal and hernia surgeries. While most surgeries are performed at Bridgeport Hospital or Park Avenue Medical Center in Trumbull, patients have the convenience of attending pre- and post-surgery appointments in Westport.

To reduce breast cancer disparities in at-risk populations, Bank of America awarded a \$50,000 grant to Yale New Haven Hospital for a new mobile healthcare van that provides culturally competent, targeted education and mammogram services to Latina women living in New Haven. The 36-foot van features a reception area, 3-D mammography unit and breast ultrasound imaging unit. The van is equipped to allow imaging transmittal to radiologists' workstations for interpretation in real-time.

Northeast Medical Group partnered with two Connecticut universities to provide students with greater access to expanded health services. Working with Sacred Heart University and the University of New Haven, NEMG providers offer students coordinated healthcare services, addressing their primary care needs.

Yale New Haven Health reached a milestone in patient care and service by recording the one millionth call to the YNHHS COVID-19 Call Center. The health system launched the state's first COVID-19 call center on March 9, 2020, and within the first week logged more than 2,676 calls. The call center has assisted with scheduling COVID tests and COVID vaccinations for patients and community members since opening.



Yale New Haven Health expanded home health services when the Visiting Nurse Association Community Healthcare & Hospice and its community-based, home-health agency, Home Care Plus Inc., joined the health system.



The new Digestive Health Center in Westport provides coordinated care at one location for medical and surgical patients including bariatric, colorectal and hernia surgery.

Instilling Quality, Driving Excellence

People who come to Yale New Haven Health’s hospitals, physician practices or care centers have different health concerns and needs. Each has a unique experience that is shaped by that care, the communication and the people they encounter. Yale New Haven Health is committed to advancing a patient-centered culture strengthened by continuous improvement in quality, safety, access, cost and the patient experience.

Yale New Haven Health won the United Health Fund 2022 Excellence in Health Care Award for Quality Improvement Champions. The award honors extraordinary leadership in improving quality of care, patient safety and patient experience.

More than 400 Care Signature Pathways were introduced across the health system. Designed to provide clinicians and patients with a consistent best practice standard of care for conditions treated, these pathways improve the quality and safety of care, promote patient education and equity and reduce unnecessary tests and consults.

For the second consecutive year, Greenwich Hospital earned a five-star hospital quality rating from the Centers for Medicare and Medicaid Services (CMS) – the highest distinction offered by the federal agency. The CMS ratings help consumers compare hospitals’ quality and performance. The ratings are based on more than 40 quality

measurements in five categories: mortality, safety of care, readmissions after treatment of common conditions, patient experience, and timely and effective care. In 2022, only 13.8 percent of the 3,093 hospitals rated by CMS earned a five-star designation.

Yale New Haven Health was among only 13 health systems nationwide to receive the American College of Emergency Physicians (ACEP) elite Health System Geriatric Emergency Department accreditation, designating eight facilities as senior friendly: Bridgeport (Milford and Bridgeport campuses); Greenwich; Lawrence + Memorial; Yale New Haven (York Street and Saint Raphael campuses); and Westerly hospitals as well as the emergency departments at Pequot Health Center in Groton and Shoreline Medical Center in Guilford. Physicians provide specialized emergency care to patients ages 65 and older, including screening for delirium.

Yale New Haven Children’s Hospital received the 2022-2025 Emergency Nurses Association’s Lantern Award for demonstrating exceptional and innovative performance in leadership, practice, education, advocacy and research.

Recognizing and reinforcing Yale New Haven Hospital’s commitment to quality, safe patient care, The Joint Commission granted its 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. The Gold Seal is a symbol of quality that reflects a healthcare organization’s commitment to providing safe and quality patient care.

The American Association of Cardiovascular and Pulmonary Rehabilitation (AACVPR) recertified the cardiovascular rehabilitation program at Lawrence + Memorial and Westerly hospitals. This re-certification is recognition of both hospitals’ commitment to improving the quality of life of patients by enhancing standards of care.



Recognizing Greenwich Hospital’s culture of excellence, the Centers for Medicare and Medicaid Services awarded the hospital a five-star hospital quality rating, a mark of distinction from the federal agency.



Heartfelt recognition was awarded to the cardiovascular rehabilitation team at Lawrence + Memorial and Westerly hospitals through recertification from the American Association of Cardiovascular and Pulmonary Rehabilitation.

The Smilow Cancer Hospital Care Center in Greenwich was awarded a full three-year reaccreditation from the Commission on Cancer and the National Accreditation Program for Breast Centers (NAPBC), both quality programs of the American College of Surgeons. Accreditation is considered the hallmark of excellence for breast centers across the country.

Press Ganey, a national leader in measuring patient satisfaction, honored Greenwich Hospital with six performance achievement awards for consistently providing an extraordinary patient experience. The hospital received four Pinnacle of Excellence Awards for maintaining high levels of excellence over three years in the following categories: Patient Experience in Ambulatory Surgery; Inpatient Services; Outpatient Services; and the federal Hospital Consumer Assessment of Healthcare Providers and Systems. The hospital also received two Guardian of Excellence Awards for reaching the 95th percentile for an entire year in Patient Experience in Ambulatory Surgery and Outpatient Services.

The American Nurses Credentialing Center (ANCC) recognized Yale New Haven Health System’s Nurse Residency Program, which helps nursing school graduates transition into their roles as professional, acute-care nurses. The health system earned Accreditation with Distinction – the highest level – from the ANCC’s Practice Transition Accreditation Program, which sets the global standard for nurse residency programs. There are 609 nurses across the five hospitals enrolled in the one-year Nurse Residency Program.

Greenwich Hospital received two awards from the American Heart Association/American Stroke Association for high-quality care in stroke and diabetes. Get With The Guidelines® is the American Heart Association/American Stroke Association’s hospital-based quality improvement program that provides hospitals with tools and resources to diagnose and treat stroke patients. The Target: Type 2 Diabetes Honor Roll Award recognizes hospitals that meet quality measures for 12 consecutive months.



The emergency department at Westerly Hospital, in addition to those at the other Yale New Haven Health hospitals, received the American College of Emergency Physicians Health System Geriatric Emergency Department accreditation.



Nurses across Yale New Haven Health celebrated the Nurse Residency Program earning the American Nurses Credentialing Center’s Accreditation with Distinction, considered the gold standard in achievement for excellence and outcomes.

A Community Focus

Our vision is to bring all that health care offers to our communities, building a brighter, healthier future for everyone. We promote health and wellness through an array of community-based programs and services. It's part of our mission to create healthier communities – because we're part of the community too.

Yale New Haven Health ranked ninth in a nationwide ranking of hospitals that compared the amount they spend on charity care and community investment to the value of their nonprofit tax exemption. The Lown Institute Hospitals Index, which examines meaningful community benefit spending for nonprofit hospital systems nationwide, calculated that Yale New Haven Health's surplus was \$56 million, meaning the health system's spending on charity care and community investment exceeded the value of the tax exemption. The Institute looks at financial-assistance policies, support for those that need access to care and who are uninsured or underinsured.

To increase awareness of the risk factors associated with uncontrolled high blood pressure, clinicians from Yale New Haven Hospital's Preventive Cardiovascular Health Program started a blood pressure monitoring initiative by visiting patrons of two New Haven barber shops. Clinicians take blood pressure readings and discuss next steps for those who may need intervention.

Yale New Haven Health committed to donate \$1 million in medical supplies to the people of Ukraine through the U.S. Cooperative for International Patient Programs. Personal protective gear like surgical masks, gowns, gloves and N95 masks were included in the supply shipments.

Employees across Yale New Haven Health donated 17,850 diapers for distribution to families in need through organizations in the communities they serve. Given that one in three families struggles to afford diapers to keep their babies clean, dry and healthy, the health system donated the diapers and other supplies to the Center for Family Justice, Neighbor-to-Neighbor, the Carver Center, Thames Valley Council for Community Action/ WIC, Jonnycake Center, Pantry on the Lane and Diaper Bank of Connecticut.

To better address food insecurity across communities served by Yale New Haven Health, hundreds of employees and medical staff donated 19,156 pounds of food to hunger-relief organizations during the second #GiveHealthy online food drive. The donated food represented nearly 16,000 meals for people in need throughout Connecticut and in Westerly, Rhode Island.

Three years and counting, Bridgeport Hospital continued its free monthly community food distribution, benefiting more than 6,000 local families with over 400 hospital staff volunteers donating their time. The hospital also sponsored a farm stand for Bridgeport residents, working with Bridgeport Farmers Market Collaborative and End Hunger Connecticut's Fresh Match Program, as well as a food voucher program with the Village of Devon Farmers Market in Milford, the Milford Department of Human Services and the Milford Boys and Girls Club.

Bringing world-class hospital imaging to the community, Yale New Haven Hospital's mobile mammography unit celebrated 35 years with the addition of its fourth unit – the first one in the country equipped with both 3-D mammography and screening ultrasound as well as the first to add 5G for transmitting images at a high speed. The biggest advantage: The unit expands people's access to advanced technology, expert staff and physicians and health education.



Since many people with high blood pressure don't even know they have it, staff from Yale New Haven Hospital's Preventive Cardiovascular Health Program started a community blood pressure monitoring initiative.



Yale New Haven Health responded to the needs of the people of Ukraine with a donation of \$1 million in medical supplies.



Working with local agencies, Bridgeport Hospital joined colleagues across Yale New Haven Health and conducted diaper drives for distribution to families in need.



The Yale New Haven Hospital mobile mammography unit celebrated 35 years of visiting medically underserved areas as well as people of all socioeconomic backgrounds.

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

Yale New Haven Hospital is a nationally recognized, 1,541-bed, not-for-profit hospital serving as the primary teaching hospital for the Yale School of Medicine. The hospital has two New Haven-based campuses, and includes Yale New Haven Children's Hospital, Yale New Haven Psychiatric Hospital and Smilow Cancer Hospital. Yale New Haven Hospital has received Magnet designation from the American Nurses Credentialing Center, the nation's highest honor of nursing excellence. Yale New Haven Hospital has a combined medical staff of over 5,000 university and community physicians practicing in more than 100 specialties.

Bridgeport Hospital

Bridgeport Hospital is a non-profit 501-bed acute care hospital with two campuses. Its Bridgeport and Milford campuses serve patients from across the region. It is home to the only burn center in Connecticut and features the second inpatient campus of Yale New Haven Children's Hospital. Bridgeport Hospital is committed to providing safe, compassionate and cost-efficient care to its patients and the community.

Greenwich Hospital

Greenwich Hospital is a 206-bed community hospital serving lower Fairfield County, Connecticut, and Westchester County, New York. An academic affiliate of Yale School of Medicine, Greenwich Hospital is a progressive medical center and teaching institution representing all medical specialties and offering a wide range of medical, surgical, diagnostic and wellness programs. Greenwich Hospital is recognized throughout the healthcare industry as a leader in service and patient satisfaction excellence. Greenwich Hospital has the prestigious Magnet designation from the American Nurses Credentialing Center, the nation's highest honor of nursing excellence.

Lawrence + Memorial Hospital

Lawrence + Memorial Hospital is a non-profit, 280-bed general and acute care hospital providing patient care to medical, surgical, pediatric, psychiatric and obstetrical patients in southeastern Connecticut and southern Rhode Island. Lawrence + Memorial offers cardiac acute, step-down and rehabilitation programs and is the only eastern Connecticut hospital that performs emergency and elective angioplasty.

Westerly Hospital

Westerly Hospital is a 125-bed hospital that has been providing residents of southern Rhode Island and southeastern Connecticut with a full range of inpatient and outpatient services in a community hospital setting for more than 90 years. Westerly Hospital patients receive the finest quality treatment in the following areas of care: emergency, medical, surgical, radiology, laboratory and rehabilitative services. The hospital also offers heart and vascular care, interventional pain management, wound care, pulmonary rehabilitation services, inpatient geriatric psychiatric care and comprehensive cancer care provided through the Smilow Cancer Hospital Care Center.

Northeast Medical Group

Northeast Medical Group (NEMG) is a not-for-profit multispecialty medical foundation established in 2010. NEMG integrates physicians across Yale New Haven Health and helps provide more coordinated, comprehensive, safe and high-quality health care for patients across the entire continuum – primary, specialty, inpatient, outpatient, rehabilitative and preventive care. NEMG represents more than 150 locations and 1,400 medical professionals affiliated with Bridgeport, Greenwich, Lawrence + Memorial, Westerly and Yale New Haven hospitals.



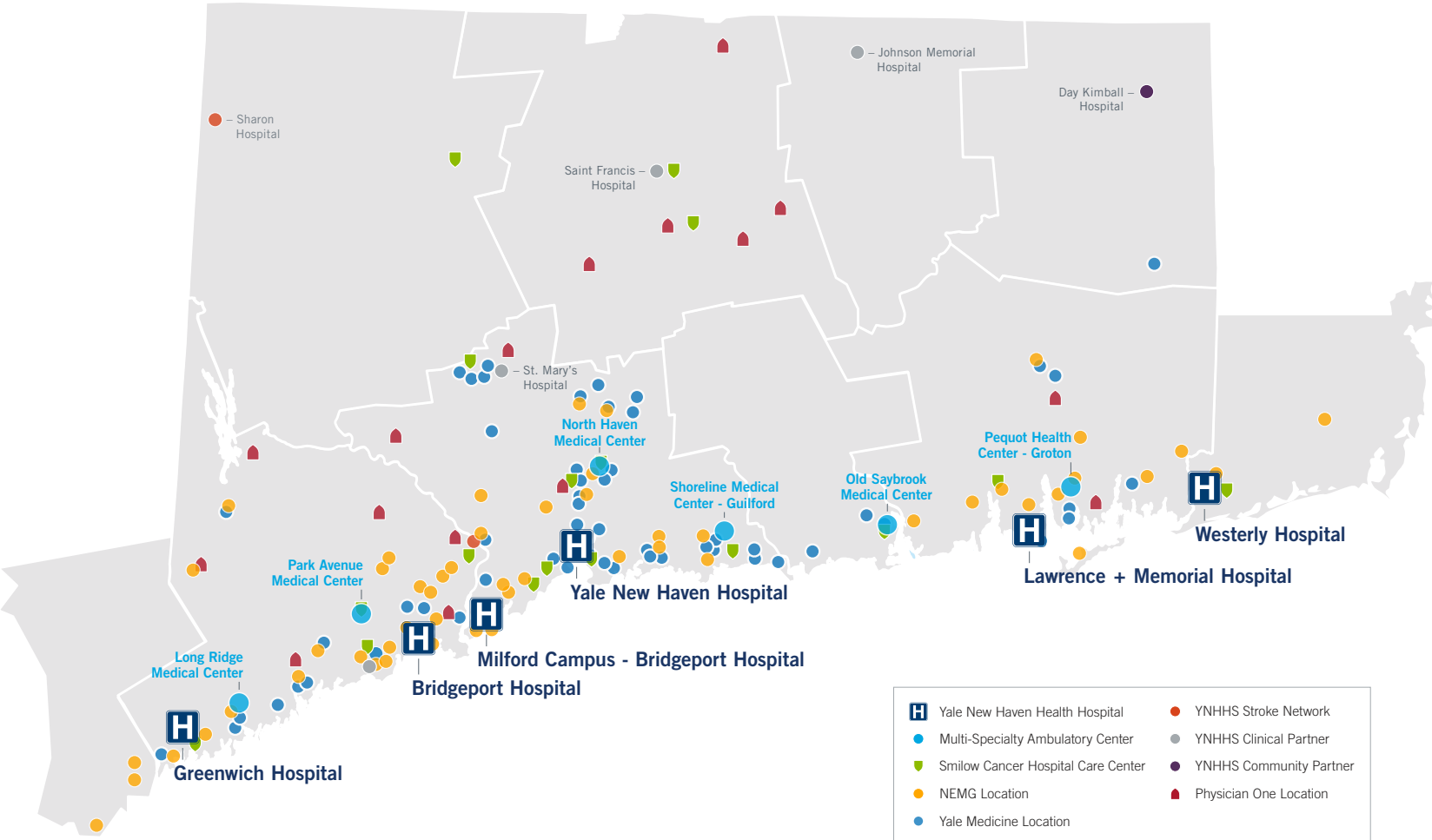
Yale New Haven Hospital



Bridgeport Hospital



Greenwich Hospital



Lawrence + Memorial Hospital



Westerly Hospital



Northeast Medical Group

Awards and Recognitions

The United Hospital Fund 2022 Excellence in Health Care Award for Quality Improvement Champions



U.S. News & World Report Best Hospitals, Yale New Haven Hospital and Yale New Haven Children's Hospital



Newsweek's Best Maternity Hospitals, Yale New Haven Hospital



Human Rights Campaign Foundation, LGBTQ+ Healthcare Equality Top Performer, Bridgeport, Greenwich, Lawrence + Memorial, Westerly and Yale New Haven hospitals



2022 DiversityInc Top Hospitals & Health Systems, Yale New Haven Health, ranked 15th



Connecticut Magazine's 2022 Best Doctors, 390 physicians from across Yale New Haven Health



2022 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	30,407	18,023	16,970	4,700	81,750	n/a	n/a	151,850
Outpatient Encounters ²	601,342	400,968	371,079	144,586	1.99M	1.7M	n/a	5.2M
Total Assets ³	\$0.75B	\$0.84B	\$0.46B	\$0.10B	\$4.78B	\$0.12B	\$2.44B	\$8.15B
Net Revenue ⁴	\$0.82B	\$0.53B	\$0.46B	\$0.12B	\$4.04B	\$0.56B	\$886M	\$6.18B
Medical Staff ⁵	1,923	1,096	760	311	5,456	1,462	n/a	7,501
Employees ⁶	3,231	1,898	2,553	743	14,984	2,363	4,506	30,278
Locations ⁷	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 Inclusive of COVID lab volume, ED, OBS.

3 Total assets include eliminations.

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

5 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.

6 Employees represent counts and not FTEs. Lawrence + Memorial includes VNASCT employees.

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

