



# Reimagine

FISCAL YEAR 2023

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

Yale  
NewHaven  
**Health**



# To reimagine, to envision the possible

Health care is at a crossroads. Health systems across the country find themselves navigating operational challenges created by a seismic shift in the delivery of patient care as well as escalating costs attributed to all sectors from staffing recruitment and retention, to supply shortages and sustainability, to advanced digital solutions. At Yale New Haven Health, our path is the one that moves us forward, one committed to world-class care for our patients and an exceptional working environment for our employees.

Across Yale New Haven Health, our patients are seeking care differently. Volume is shifting from the inpatient to outpatient setting at a significant clip. Our outpatient encounters grew by a third this past year, and we must respond with programs, staffing and facilities that best meet these needs.

We hear our patients clearly: They want care close to home, and in the home when possible. We have devoted resources to extend post-acute services into the home setting through services such as home health/community wellness, continuous home care, personal/live-in care, inpatient respite care and medically certified home care. Our experience shows that post-acute care in the home promotes recovery, increases patient satisfaction, helps prevent unnecessary hospital readmissions, avoids premature admissions to long-term care facilities, and is a cost-effective service model.

Our priority is to bring expert care closer to where our patients work and live. Yale New Haven Children's Hospital and Lawrence + Memorial Hospital opened a new pediatric specialty center in New London, improving access to leading specialists with Yale Medicine. Our new Digestive Health Center in Westbrook offers specialty care for colorectal, hernia, fatty liver disease and medical weight management. The North Haven Medical Center, which first opened in 2013 for outpatient care, welcomed additional medical specialty services in digestive health, neurology and orthopedics, plus a retail pharmacy in 2023 as part of expansion plans that increase access to a comprehensive offering of services for the community.

To thrive as an academic health system, we must be best-in-class across all dimensions of what we do. Our strategic priorities provide us with a laser focus on improving quality, safety and each patient's experience; creating a work environment that attracts, retains, respects and rewards employees; growing our services strategically; strengthening our partnership with Yale School of Medicine; and improving our financial strength to ensure future growth and investment.

The road to success has its challenges, but it also has its rewards. With our colleagues at Yale School of Medicine, Yale New Haven Health is adeptly suited to navigating a new world of health care that calls for innovation, compassion and collaboration where the patient remains, as always, at the center of our efforts.



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

# 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 of patient-centeredness, respect, compassion, integrity and accountability.

## Patient Care



Inpatient Visits

157,280

Outpatient Encounters

3,058,598

Outpatient Encounters  
with Relative Value Units (RVUs)

3,903,101

Emergency Department Visits

351,787

## Across the Health System

Employees

30,811

Individual Medical Staff

7,942



## Financial Performance

Total Assets

\$8.24 billion

Net Revenue

\$6.55 billion

Operating Margin

-2.5%

Payer Mix

- Medicare 38%
- Medicaid 13%
- Nongovernmental Payers 49%



## Community Contributions

Financial and In-kind Contributions

\$849.6 million





# Reimagine

Yale  
NewHaven  
Health

Yale New Haven Health with its aligned partner Yale School of Medicine are leaders in providing advanced treatments, cutting-edge research and exceptional patient care. Our health system – like others nationwide – faces challenges in adapting to a new world of health care.

## But we say, “Bring it!”

Health care is changing from how it is financed to how we care for an aging population. We find ourselves at a critical juncture, determined to reimagine ourselves in this emerging environment. This means leveraging our collective expertise to improve our processes, to empower our employees, and to enhance our accessibility – ensuring we are delivering compassionate, safe, high-quality care to everyone we are privileged to serve.

At Yale New Haven Health, we are rethinking how, when and where we deliver care. To broaden our vision and build upon our mission, we are tapping into our spirit of innovation and collaboration to bring our expertise to even more people in our communities and beyond.



# Delivering World-class Care

Academic health systems, such as Yale New Haven Health, possess the unique trifecta of clinical care, teaching and research to create a healthcare environment with the best possible outcomes, cutting-edge technologies, resources and therapies for patients. Surrounded by many of the brightest minds in medicine, we maintain an unrelenting focus on the fundamentals – safety and quality of care, patient experience, and exceptional, value-based care to every patient, in every setting, every time.

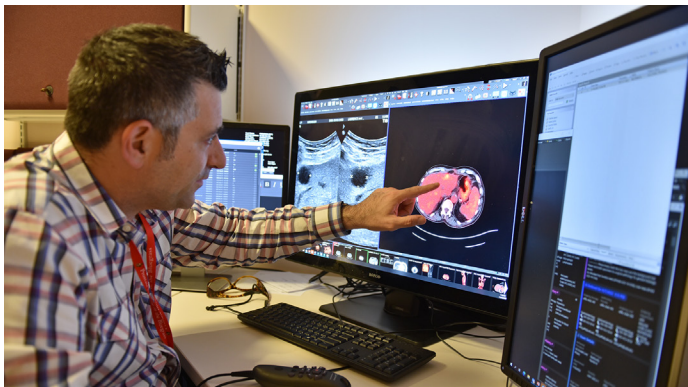
## The Heart of Innovation

Bridgeport Hospital performed its 500th transaortic valve replacement (TAVR). This minimally invasive procedure has replaced traditional open-heart surgery for many heart valve replacements. The benefits of TAVR, a catheter-based approach, includes smaller incisions, faster recovery and shorter hospital stays. A similar procedure can now be used to repair or replace faulty mitral valves in the heart as well.

Ushering a new era in personalized orthopedic care, Greenwich Hospital conducted its first total knee replacement surgeries using robotic assistance. Robotic-assisted surgery enhances personalized care because the robot helps surgeons navigate the unique anatomical features of the patient’s knee joint. The robot’s precision reduces errors, optimizes alignment and positioning of the prosthetic components, and helps to preserve healthy tissue for quicker recovery and reduced postoperative pain.

Tiny gas-filled microbubbles – each the size of a red blood cell – are now being used as a cutting-edge contrast agent for ultrasound. The microbubble contrast agent improves ability to diagnose, biopsy and study lesions in a variety of organs with safety and accuracy, aiding physicians in determining the best treatment methods for specific cancers. The technology can be the best choice for some patients, especially those who can’t undergo MRI because of an implanted device such as a pacemaker.

Yale New Haven Hospital was the first in Connecticut to offer the Ion™ robotic bronchoscopy system helping physicians diagnose lung cancer earlier and more accurately, establishing a first-in-class robotic bronchoscopy program.



Louis Mazzaelli, MD, a radiologist at Lawrence + Memorial Hospital, reviews images from a contrast ultrasound, a technology helping to better diagnose, biopsy and study lesions in a variety of organs, thereby providing new options to help patients.



The Lung Cancer Screening Program at the Smilow Cancer Hospital Care Center in Greenwich includes pulmonologists, chest radiologists, thoracic surgeons, thoracic oncologists, smoking cessation specialists and nurse practitioners.



The Postpartum Heart Care Program at Bridgeport Hospital, one of the Northeast's first, was recognized for providing cardiac risk reduction strategies for new mothers with preeclampsia, eclampsia or gestational hypertension. The multi-disciplinary program accepts all women regardless of insurance, provides culturally contextualized and individualized plans that include nutrition consults, mental health referrals, medication management as well as connections to cardiology and primary care. Over 80 percent of participants are from underserved patient populations.

Focusing on early diagnosis of acute myocardial infarction – considering only 20 percent of emergency admissions for chest pain actually result in an acute myocardial infarction – Yale New Haven Health Heart and Vascular Center adopted the high sensitivity troponin assay test that can accurately and quickly rule out heart attacks in patients with symptoms, preventing unnecessary procedures and shortening length of stay. High-sensitivity troponin assays also may be more cost-effective than standard troponin testing, and strategies involving multiple tests are likely to be more effective than a single test.

Longtime smokers at increased risk of developing lung cancer now have access to an innovative screening at Greenwich Hospital through the Lung Cancer Screening Program at Smilow Cancer Hospital-Greenwich using low-dose CT scans that could significantly increase five-year survival rates. A computerized tomography (CT) scan combines a series of X-ray images taken from different angles around the body to create cross-sectional images that provide more-detailed information than a traditional X-ray. In one clinical trial, high-risk patients who had a low-dose CT scan saw a 20 percent reduction in mortality compared to those who had a chest X-ray.



The addition of a single-plane angiography unit at Yale New Haven Hospital's Saint Raphael Campus, is used for complex interventional radiology procedures, often reducing the need for traditional surgery.

Yale New Haven Health Heart and Vascular Center added a single-plane angiography unit. Used for complex interventional radiology procedures, the unit supports image-guided, non-surgical treatments. This approach often reduces the need for traditional surgery. The team includes interventional radiologists, nurses and interventional technologists.

Lawrence + Memorial Hospital added a sophisticated brain monitoring device that provides early identification of silent seizures in critically ill patients being treated in the hospital's intensive care or critical care units. The Ceribell EEG Rapid Response monitor consists of a simple headband and a pocket-size data recorder. Staff view the patient's neurologic activity remotely via an online portal to determine if the patient is having a seizure requiring immediate intervention. With the monitoring system, the medical team is able to perform the test in the patient's room.

Yale New Haven Children's Hospital partnered with American Medical Response (AMR), to purchase two new state-of-the-art ambulances for the pediatric and neonatal critical care teams. The ambulances are outfitted with advanced technology and equipment to stabilize, treat and transport pediatric patients. The teams are trained and equipped to provide full ICU capabilities, monitoring, and advanced airway and ventilation management during transport of children across the state and Northeast.



Rapid, accurate point-of-care EEG data at the bedside was made available at Lawrence + Memorial Hospital through the Ceribell EEG Rapid Response system, which offers 24/7 detection and monitoring of seizures in the intensive care unit.

Yale New Haven Health expanded critical care transport capabilities with its second SkyHealth critical care transport helicopter. The clinical crew of critical care flight nurses and critical care flight paramedics are Yale New Haven Hospital employees, who also staff critical care ground transports. SkyHealth flies to referring hospitals throughout the Northeast and brings patients to the most appropriate YNHHS hospital for specialized care. Capabilities include: intensive care while enroute; invasive and non-invasive monitoring; multiple channel IV pumps; intra-aortic balloon pump management; and advanced airway and ventilation management.

## Defining the Standards of Safety and Quality

Working with Yale School of Medicine, Yale New Haven Health developed hundreds of Care Signature Pathways, tools used to provide evidence-based health care. These pathways guide providers in delivering the safest, highest-quality, evidence-based care for every patient. More pathways are in development to ensure consistency in care throughout the health system.

Yale New Haven Health was one of 10 recipients awarded funds from the Centers for Disease Control and Prevention to develop innovative infection prevention and control approaches nationwide. The focus is to create safer, healthier spaces for patients and staff by improving the ability to prevent the transmission of infectious pathogens. One aspect calls for an immersive education program that incorporates virtual reality and simulation.

Smilow Cancer Hospital's six radiation oncology centers were accredited by the American Society for Radiation Oncology (ASTRO) through its APEX-Accreditation Program for Excellence. Reaccreditation was awarded to the Smilow centers in New Haven, Guilford, Hamden, Trumbull and Waterford. In addition, the Greenwich center received full initial accreditation. Smilow Cancer Hospital's Department of Radiation Oncology is the only APEX accredited institution in Connecticut and one of only two in New England. APEX accreditation validates a radiation oncology facility's excellence in delivering safe, high-quality patient care.

To improve timing in the delivery of exam results for physicians, Yale New Haven Health opened a Radiology Communication Center (RCC) to communicate critical results and incidental findings around the clock for inpatients and outpatients. Once completed, a radiologic exam is reviewed and finalized by a radiologist. Any exam with a critical finding is routed to an RCC communication specialist, who notifies the ordering physician. Critical findings require RCC specialists to notify and receive confirmation from the ordering physician within one hour. Confirmation timelines for non-critical findings depend on the level of the finding.

Yale New Haven Children's Hospital was recognized for patient safety by Solutions for Patient Safety for its exemplary culture of safety. The award recognizes units that meet their discharge target the most days in the previous month. It is part of Yale New Haven Health's efforts to improve patient throughput by ensuring that patients who are clinically ready to leave the acute-care setting experience a safe and timely discharge.



Critical care transport was enhanced through two new ambulances specifically for the pediatric and neonatal critical care teams and the welcome addition of the health system's second SkyHealth critical care transport helicopter.



Smilow Cancer Hospital's six radiation oncology centers received accreditation from the American Society for Radiation Oncology through the APEX-Accreditation Program for Excellence.

To instill deliberate practice of attention to detail and extraordinary teamwork focusing on infection prevention habits, Yale New Haven Health created the “1,000 Day Club” for units across the system that achieve 1,000 days without a central line-associated bloodstream infection or 1,000 days without a catheter-associated urinary tract infection.

Bridgeport Hospital earned The Joint Commission’s Advanced Certification for Total Hip and Knee Replacement. This certification demonstrates commitment to the highest level of care and safety for patients. The certification recognizes the hospital as a leader and innovator in joint replacement surgery, employing a full range of techniques and therapies that put the patient first at every stage of treatment, from diagnosis through treatment and recovery.

Greenwich Hospital’s stroke program was recertified as an Advanced Primary Stroke Center by The Joint Commission, the nation’s leading credentialing agency for healthcare organizations. In addition, the American Heart Association recognized the hospital with three awards for providing up-to-the-minute scientifically based care to stroke and diabetes patients. The hospital also earned The Joint Commission’s Gold Seal of Approval for recertification in spinal fusion surgery as well as Advanced Certification in total hip and knee replacement surgery by demonstrating continuous compliance with performance standards.

Greenwich Hospital received an ‘A’ grade as one of the safest hospitals in the nation, according to The Leapfrog Group, an independent national patient safety watchdog group.

Westerly Hospital was re-certified by The Joint Commission for its Acute Stroke Ready Hospital program, a validation that patients presenting with stroke symptoms will be treated quickly and safely to prevent brain loss. The certification was developed in collaboration with the American Heart Association/American Stroke Association. These hospitals become part of a larger stroke system of care in which the hospital is equipped to evaluate, stabilize and provide emergency care to patients with acute stroke symptoms.

## On the National Stage

Yale New Haven Hospital continued to rank among the top hospitals in the country, according to *U.S. News & World Report’s* annual “America’s Best Hospitals” listing. Of the nearly 5,000 hospitals surveyed, Yale New Haven Hospital ranked nationally in 8 of 16 specialties. In addition to being ranked #4 nationally in Obstetrics and Gynecology, Yale New Haven Hospital scored well in Pulmonology and Lung Surgery (#25), Geriatrics (#26), Otolaryngology (Ear Nose and Throat) (#38), Gastroenterology and GI Surgery (#42), Urology (#41), Diabetes and Endocrinology (#45) and Cancer (#50). The hospital also made the *U.S. News* “America’s Best Hospitals” listing each of the past 32 years.



The prevention of central line-associated bloodstream infections (CLABSIs) is essential to improve patient safety and reduce healthcare costs. Unit 5.2 at Lawrence + Memorial Hospital joined the health system’s “1,000 Day Club” for units that achieve 1,000 days without CLABSI by adhering to stringent protocols to minimize the risk of infection.



Recognizing that world-class care rests on ensuring that everyone has a fair and just opportunity to be as healthy as possible, regardless of race or ethnicity, Yale New Haven Health launched the We Ask Because We Care campaign, a multi-phased initiative to improve the equity, quality and safety of patient care.



Ranked as the #1 children’s hospital in Connecticut by *U.S. News & World Report*, Yale New Haven Children’s Hospital, also ranked among the best children’s hospitals in the nation for five out of 10 pediatric subspecialties in the 2023-2024 Best Children’s Hospitals rankings: Urology (#24), Gastroenterology and GI Surgery (#26), Neonatology (#42), Diabetes and Endocrinology (#48) and Cardiology and Heart Surgery (#50).

Yale New Haven Hospital was named as a 2022-2023 High Performing Hospital for maternity care (uncomplicated pregnancy) by *U.S. News & World Report*. This is the highest award a hospital can earn for U.S. News’ Best Hospitals for Maternity Care. The annual evaluation is designed to assist expectant parents, in consultation with their doctors, in making informed decisions about where to receive maternity care. *Newsweek* also named the hospital one of America’s Best Maternity Hospitals in the 2023 rankings.

A total of 660 physicians affiliated with Yale New Haven Health were selected for *Connecticut Magazine’s* 2023 Top Doctors in America issue. To compile the list, the magazine partnered with Castle Connolly, a leading national healthcare research company. Castle Connolly’s research team thoroughly vets each physician’s professional qualifications, education, hospital and faculty appointments, research leadership, professional reputation, interpersonal skills, disciplinary history and outcomes data.

The Inpatient Rehabilitation Unit at the Bridgeport Hospital Milford Campus was recognized as a top Physical Rehabilitation Center by *Newsweek*, ranked among the top 50 in the United States as well as fourth in the Northeast.

## Addressing Health Inequity

Committed to providing equitable patient care, free of racial bias and disparity, Yale New Haven Health and Yale School of Medicine challenged diagnostic algorithms based on long-held misconceptions. Together, they assessed diagnostic assumptions in specific areas. The healthcare system adopted a recommendation from the American Thoracic Society and European Respiratory Society to no longer use race or ethnicity in interpreting the results of a common lung function test, which historically used an equation that assumed lower lung capacity for certain racial and ethnic groups leading clinicians to potentially miss a medical condition causing breathing problems. The pulmonary function testing change is part of ongoing efforts to identify and mitigate racial and ethnic bias in lab and diagnostic testing across Yale New Haven Health and Yale School of Medicine. The ultimate goal is to eliminate healthcare disparities that can lead to differences in treatment and outcomes based on patients’ race, ethnicity, gender, socioeconomic status and other factors.

Yale New Haven Health also updated a decades-old standard approach to measuring kidney function now deemed inaccurate and racially biased. Skewed results likely led to diagnostic and treatment delays for Black patients based solely on race. Yale New Haven Health’s updated approach to the eGFR test uses a new equation that removes race and is recommended by the National Kidney Foundation and American Society of Nephrology.



Working to eliminate racial biology from medicine, Yale New Haven Health no longer uses race as a factor in predicting jaundice in newborns. According to research, using race to predict higher or lower risks of jaundice can lead to unnecessary procedures or, conversely, inadequate treatment.

## Patient-first Approach to Care

Understanding that the healthcare experience can be stressful and mind-boggling for patients, Yale New Haven Health takes a patient-centric approach to all care, all interactions. Through patient bedside rounding, staff learned how to be active listeners, watch for patients' non-verbal cues and follow through on patients' requests. These skills build on current rounding practices and the communication behaviors taught in the Enhancing Relationship-Centered Communication course available to staff. Research has shown that consistent rounding improves patient outcomes, quality and safety and staff productivity, in addition to the patient experience.

Press Ganey recognized three health system delivery networks with its Human Experience Guardian of Excellence Awards. Greenwich Hospital was recognized as a Human Experience Guardian of Excellence Award winner and a Human Experience Pinnacle of Excellence Award winner. Westerly Hospital received the Guardian of Excellence – Patient Experience – Medical Practice service award, specifically for the clinicians at Smilow Cancer Hospital at Westerly. The Pequot Health Center Emergency Department was recognized with the Human Experience Guardian of Excellence Award for consistently setting high standards of patient care. The Guardian of Excellence Award is given to organizations that have achieved the

95th percentile or higher for performance in patient experience. Press Ganey works with more than 41,000 healthcare facilities in its mission to enhance caregiver resilience and to improve the overall safety, quality and experience of care.

Lawrence + Memorial Hospital received Baby-Friendly USA redesignation which certifies that the hospital protects, promotes and supports breastfeeding. To achieve the designation, hospitals must incorporate 10 steps to successful breastfeeding which include keeping mothers and babies together, feeding on cue, breastfeeding support groups, prenatal education about optimal infant feeding, teaching mothers how to initiate and maintain lactation and safe formula preparation for bottle feeding babies.

## Community Focus

As a community-based, not-for-profit healthcare organization, Yale New Haven Health is devoted to serving neighborhoods and those most in need and filling the gaps in healthcare services. Yale New Haven Health and its community partners released the results of its Community Health Needs Assessment (CHNA), which is conducted every three years. The CHNA was a community-wide undertaking with extensive data collection and input from community residents, health providers and social services experts. The results are used to develop programs and services that target the specific, unique needs of our communities.



Yale New Haven Health published the results of its Community Health Needs Assessment, which is available on the health system's website.



Apostle Immigrant Services was among the local agencies that received donations from Yale New Haven Health employees via the GiveHealthy food drive.



The CHNA noted that food insecurity is an issue within communities served by the health system. Employees across the health system generously donated more than 8,650 pounds of food to help combat food insecurity during the 2023 GiveHealthy food drive. The donated food translated into nearly 7,215 meals for people in need throughout Connecticut and in Westerly, Rhode Island. The Farm Stand at Bridgeport Hospital also offered residents fresh, locally grown produce with prices subsidized through WIC farmers' market nutrition program payments and SNAP/EBT.

Bridgeport Hospital collaborated with the Milford CT Chapter of The Links to provide healthcare services and screenings at the Black Family Wellness Expo. Staff offered free blood pressure screenings and information about lung cancer screenings, atrial fibrillation treatment, men's health and injury prevention.

Family Centers and Greenwich Hospital announced their intent to partner on primary care services for adults and children to improve healthcare access while ensuring the long-term health of the underserved populations in Greenwich and its surrounding communities. The partnership includes newly renovated space at 75 Holly Hill Lane, which is accessible via public transportation. The clinic greatly expands capacity enabling the hospital and Family Centers to meet more patients' needs, featuring 15 exam rooms and an onsite mental health clinician to provide mental and behavioral health services.

Yale New Haven Hospital's Pediatric Dental Program launched a new mobile unit that serves children ages 6 months to 18 years in Bridgeport, New London, Waterbury and New Haven. Attending pediatric dentists, dental physician residents, dental hygienists

and other team members staff the mobile Pediatric Dental Unit. They provide exams, cleanings and fluoride treatments and educate youngsters on proper brushing, flossing and other oral health topics. Patients who need procedures that can't be performed in the mobile unit are referred to the hospital's Pediatric Dental Center at One Long Wharf in New Haven.

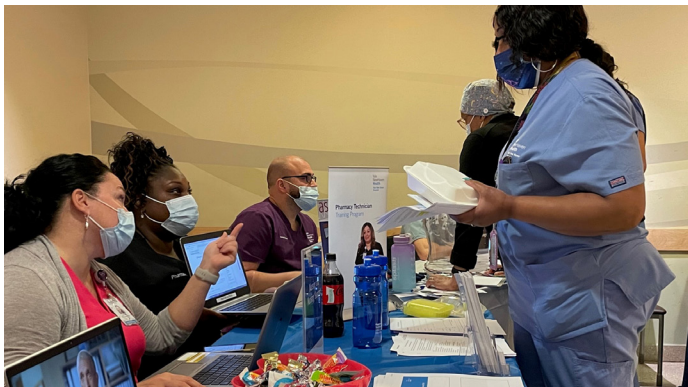
Bridgeport Hospital, with the City of Bridgeport, opened staff wellness rooms in the city's Emergency Operations Center. The wellness area, furnished with exercise equipment, comfortable furniture and other amenities, is a place for the first responders to decompress and destress between emergency calls.

Westerly Hospital extended its care to the environment through an arrangement that taps into electricity from a solar farm in Smithfield. Located an hour north of the hospital, a 28,000 ground-mounted solar panel farm generates power for the hospital, resulting in annual savings of more than \$400,000 through virtual net metering. Participating in a community solar program enables the hospital to be good stewards of its financial resources while also contributing to the growth of clean energy in Rhode Island.

As part of its efforts to prevent firearm-related injuries, Yale New Haven Health joined a nationwide Hospitals United public awareness and education campaign around firearm safety. The campaign encouraged parents to ask family and friends if firearms are safely stored in their homes. The campaign used broadcast, print and digital public service messages to empower parents and families to ask others about access to guns. The campaign reminded people that unlocked guns can lead to death, suicide and gun violence.



Yale New Haven Hospital's Pediatric Dental Program hit the road to provide dental treatments to children throughout the community.



Talent Acquisition hosted a series of internal career fairs, designed to help employees learn more about career opportunities across Yale New Haven Health as well as resources available for education and training.



The first class of Yale New Haven Health's Patient Care Associate/ Patient Care Technician (PCA/PCT) Registered Apprenticeship Program graduated 100 apprentices.

# Elevating a Culture of Excellence and Accountability

To address the increasingly complex medical needs of our communities calls for an exceptionally talented, qualified, engaged and diverse workforce. Yale New Haven Health, just as every hospital and health system in the country, faces mounting workforce challenges, including critical staffing shortages, which the American Hospital Association reports could jeopardize access to care in the communities they serve. Yale New Haven Health has prioritized workforce stabilization through significant investments in current and future talent.

## Recruiting and Developing the Best Talent

Yale New Haven Health took on several initiatives to hire new talent in clinical and non-clinical positions. Programs to attract external hires included social media campaigns with employees sharing why Yale New Haven Health is a good place to work; and enhancing the “Good People Know Good People” referral program by increasing the financial incentives for employees to recommend candidates for positions within the health system.

To encourage career development from within the ranks, the health system hosted Career Pathways Exploration Fairs. The events showcased the resources available to employees across the health system to advance their careers and develop new career pathways to grow within their fields.

Recognizing that a career in health care often comes with the burden of tuition expenses, Yale New Haven Health continued to enhance its tuition reimbursement and loan forgiveness programs to support career advancement and retention among employees.

Yale New Haven Health saw more than 100 apprentices graduate from the first class of its Patient Care Associate/Patient Care Technician (PCA/PCT) Registered Apprenticeship Program. The apprentices received classroom and on-the-job instruction and mentoring through the program. With support from the Connecticut Department of Labor and a \$10 million federal grant, the program aims to train 1,250 PCAs/PCTs over the next four years, helping educate and train future healthcare providers in filling crucial, in-demand roles.

In 2023, *Becker's Healthcare Review* named Yale New Haven Health a Best Place to Work for its investment in employees' well-being, satisfaction and fulfillment. In addition, the health system hosted the inaugural 10 Days of Gratitude employee recognition event, featuring activities throughout the hospital for all employees, such as wellness webinars, daily inspirational quotes, gifts and prize drawings.

## Diversity, Equity, Inclusion and Belonging

A vibrant workforce thrives on its diversity. The Office of Diversity, Equity, Inclusion and Belonging presented educational and awareness activities throughout the year to foster an environment of mutual respect, accountability, creativity and collaboration. Its “Let’s Talk” series dealt with issues of health equality and health equity to encourage greater understanding among employees. The “Paths to Career Success” webinar opened discussion among employees on how to develop or enhance skills required to advance in their professional lives.

Yale New Haven Health System ranked 20th on the 2023 DiversityInc Top 50 Hospital and Health System for Diversity list. This recognition honors YNHHS' commitment to excellence in the overall performance in six key areas of diversity and inclusion management: Leadership Accountability, Human Capital Diversity Metrics, Talent Programs, Workplace Practices, Supplier Diversity and Philanthropy.





Yale New Haven Children’s Hospital expanded by opening a new Pediatric Specialty Center with Lawrence + Memorial Hospital in New London, the first in the area.



The North Haven Medical Center welcomed additional services such as the Center for Digestive Health. Digestive Health specialists provide medical, surgical and other treatments for a wide variety of conditions.

# Accelerating Agile and Intentional Growth

Across Yale New Haven Health, our patients are seeking care differently: Volume is shifting from the inpatient to outpatient setting and we need to better meet these needs. At the same time, our patients who require inpatient care are often sicker and have more complex issues to manage. We are adapting to this changing, challenging environment while remaining steadfast in ensuring that patients receive the right level of care in the most appropriate settings – and those settings might not be the hospital but in the community and in the home. We are expanding and optimizing coordinated care across all channels to meet the needs of our patients in Connecticut and beyond.

## Opening Access to World-class Care

Convenience is a factor in a patient’s decision about where to go for care. That’s why Yale New Haven Health continues to work to bring expert care close to home – no matter where our patients live. We’re leveraging technology to improve the patient experience with new check-in kiosks at our ambulatory sites, and “room-of-the-future” features at both ambulatory and inpatient locations.

Yale New Haven Children’s Hospital opened a new Pediatric Specialty Center at Shaws Cove in New London. The center represents the latest advances by Yale New Haven Children’s Hospital and Lawrence + Memorial Hospital to enhance children’s health care in the region. The Center features access to leading specialists in allergy/immunology, endocrinology and gastroenterology.

Services at the North Haven Medical Center campus expanded to welcome multiple services, including the new centers for Digestive Health, Neurology and Orthopedics. The centers feature comprehensive and coordinated care by Yale Medicine physicians, advanced practice providers and other key allied disciplines. An innovative feature is the embedding of clinical research capabilities as an integral part of the care model. Pharmacy services also expanded on the campus with the addition of retail pharmacy.

The health system also extended access to digestive health services through the Digestive Health Center in Westbrook. The center offers specialty care for colorectal, hernia, fatty liver disease and foregut issues, along with weight-loss services. The location includes a Center for Weight Management, which brings together experts in medical and surgical weight-loss, endocrinology, behavioral health, nutrition and exercise physiology.



At Bridgeport Hospital, the opening of the Hispanic Breast Cancer Program through Smilow Cancer Hospital broke new ground while breaking down communication and cultural barriers to better meet the needs of a growing Hispanic population.



Opening the Pediatric Ambulatory Surgery Center at Greenwich Hospital brought children and families access to advanced pediatric surgical expertise for leading specialists from Yale New Haven Children’s Hospital and Yale School of Medicine.



Yale New Haven Children’s Hospital and Yale Child Study Center opened a new Day Hospital in New Haven, which offers an Intensive Outpatient Program of specialized treatment for children ages 5 to 13 who are experiencing significant behavioral health issues. The care team includes psychiatrists, licensed clinical social workers, certified therapeutic recreation specialists and milieu counselors.

A new Pediatric Ambulatory Surgery Center at Greenwich Hospital offers children and families convenient access to the most advanced pediatric surgical expertise in the area. Leading pediatric surgical specialists from Yale New Haven Children’s Hospital and Yale School of Medicine with specially trained pediatric anesthesiologists provide compassionate, family-centered care in a facility tailored to the unique needs of children. Pediatric surgeons treat a range of conditions in gastroenterology, general surgery, otolaryngology, urology, and pediatric and adolescent gynecology.

Studies show that racial and ethnic minority patients often face barriers to health care exacerbated by challenges related to insurance, transportation, education and socioeconomic. Designed to address the needs in the Hispanic population, the Hispanic Breast Cancer Program at Bridgeport Hospital focuses on education, prevention and outreach while breaking down misconceptions about treatment and mistrust of providers to improve access to care.

Faced with demand for radiology services that exceeded capacity to perform them, a multi-disciplinary team flipped the script by engaging frontline staff and managers to open more appointments for imaging procedures. The team developed standardized scheduling templates, improved efficiencies and implemented technology to streamline access.

A new program from the Yale New Haven Health Heart and Vascular Center makes same-day and next-day appointments possible for patients who need timely evaluation of non-life-threatening symptoms or concerns related to the heart. Called HVC Now, the program increases patient access to cardiology specialists while decreasing visits to the Emergency Department.

In 2023, Yale New Haven Health established the aligned clinician enterprise between Yale Medicine and Northeast Medical Group which allows the health system, in partnership with Yale School of Medicine, to deliver a coordinated strategy for quality, service and access.



Committed to bringing services to patients where they live and work, Yale New Haven Health Pharmacy opened a pharmacy at the North Haven Medical Center. The pharmacy offers a number of services including prescriptions and over-the-counter medications, vaccinations, consultations and help enrolling in copay assistance programs.



Children now have access to the Day Hospital, an intensive outpatient program that offers specialized treatment for a range of mental health issues and symptoms such as depression, anxiety, self-destructive patterns, intrusive thoughts, interpersonal relationships, trauma, loss, gender identity, emotional/behavioral dysregulation and school avoidance.

# Advancing Financial Sustainability

The business of health care has always been fraught with challenges. Supply chain issues. Staffing shortages. Lackluster reimbursement. Complex regulatory environment. Success, however, requires a shift in mindset, as we reimagine ourselves and how we get things done. The true challenge is in balancing financial operations to advance a value-based model that enables growth in innovative programs and services for our patients and communities, and continued investment in our employees. Today, we build a stronger Yale New Haven Health, designed and equipped to thrive in an ever-changing healthcare landscape.

## Operational Efficiency

This year, the health system launched Strengthening Our CORE, an initiative designed to position Yale New Haven Health for the future. CORE stands for Collaboration, Optimization, Resiliency, Efficiency. It involves departments throughout the health system that are exploring new ways to enhance operational efficiencies; foster innovation; and improve quality and safety for patients and employees.

Expanding access is a major component of Strengthening Our CORE. The initiative, Access 365, is dedicated specifically to providing patients with greater, more timely access to services across the health system. Radiology took the lead by standardizing scheduling templates so that imaging services across the health system started using one centralized system

to open and set timely appointments to meet increasing demand for services. Also, to increase access, Yale New Haven Health worked with the State of Connecticut to secure additional MRI CT scanners and PET systems.

Access also ties into patient throughput, moving patients through the appropriate levels of care in their recovery. The Home Hospital program, in its second year, provides acute, inpatient-level care in the patient's home with physician oversight, in-person nurse visits and telehealth monitoring. The program has earned high patient satisfaction scores and has contributed to improving inpatient throughput by opening much-needed beds during periods of high inpatient census and increased emergency department volume.



The addition of a positron emission tomography (PET) scan system allowed staff see more patients in need of the imaging test that can help reveal the metabolic or biochemical function of tissues and organs.



Celebrating the first anniversary of the Home Hospital program, staff achieved a milestone in providing acute, inpatient-level care to more than 450 patients in the comfort of their own homes. Studies show home hospital programs reduce risk of hospital readmissions and improve patient satisfaction.



The Transportation Logistics Hub, located at the Capacity Coordination Center in New Haven, is a sophisticated communications center designed to make it easier and faster for staff to arrange transportation for discharged patients across the health system and free up inpatient beds. The Hub also allows clinical teams to track each transport and update staff and patient families, contributing to both employee and patient satisfaction.

With the goal of increasing efficiency and managing costs, Yale New Haven Health, with Yale School of Medicine, created a clinically integrated network (CIN). A subsidiary of the health system, the CIN will drive quality and value, help Yale New Haven Health create greater cohesion across the enterprise and work collaboratively with employed and independent providers to deliver exceptional care at a manageable cost.



**When a patient is ready for discharge, a team member enters an order for transportation and using a software platform, a facilitator will locate the appropriate ambulance, wheelchair van or taxi that meets the patient's needs.**





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# Reimagining Success through a New Lens

At the end of the day, health care is always about people – people caring for other people. No matter our role, our job at Yale New Haven Health is to care for the people we are privileged to serve. We are fully reimagining how we approach solutions to financial stability, growth, access, and excellence in quality, safety, equity and experience. By embracing change, we open our health system to thriving in this new healthcare landscape without sacrificing the compassionate care and drive for innovative, quality care that is Yale New Haven Health.



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# 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. YNHH has received Magnet designation from the American Nurses Credentialing Center, the nation's highest honor of nursing excellence. YNHH 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

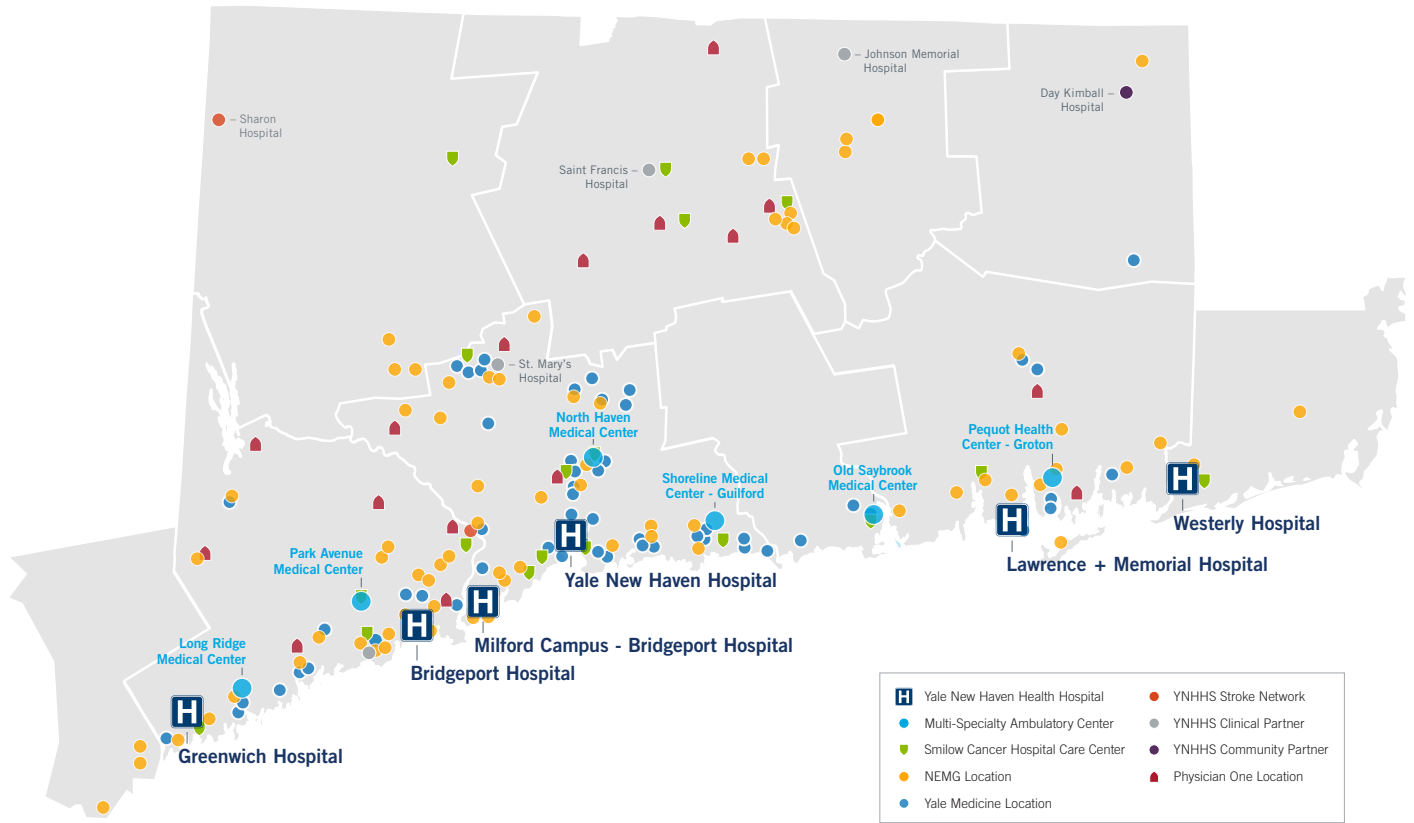
Lawrence + Memorial Hospital is a non-profit, 308-bed general and acute care hospital providing patient care to medical, surgical, pediatric, psychiatric and obstetrical patients in southeastern Connecticut and southern Rhode Island. Lawrence + Memorial offers cardiac acute, step-down and rehabilitation 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 1,500 medical professionals affiliated with Bridgeport, Greenwich, Lawrence + Memorial, Westerly and Yale New Haven hospitals.



## 2023 Yale New Haven Health System Profile

	BH	GH	L+M	WH	YNHH	NEMG	HSC	Total YNHHS
Total Licensed Beds <sup>1</sup>	501	206	308	125	1,541	n/a	n/a	2,681
Inpatient Discharges	33,215	18,029	16,090	4,588	85,358	n/a	n/a	157,280
Outpatient Encounters <sup>2</sup>	521,528	322,492	352,286	135,465	1,726,827	n/a	n/a	3,058,598
Outpatient Encounters with RVUs <sup>2</sup>	n/a	n/a	n/a	n/a	n/a	3,903,101	n/a	3,903,101
ED Visits <sup>2</sup>	100,765	27,804	54,601	14,265	154,352	n/a	n/a	351,787
Total Assets <sup>3</sup>	\$0.67B	\$0.80B	\$0.46B	\$0.09B	\$4.64B	\$0.13B	\$2.82B	\$8.24B
Total Operating Revenue <sup>4</sup>	\$0.84B	\$0.51B	\$0.49B	\$0.12B	\$4.41B	\$0.63B	\$0.92B	\$6.55B
Medical Staff <sup>5</sup>	2,049	1,146	824	336	5,855	1,507	n/a	7,942
Employees <sup>6</sup>	3,391	1,942	2,509	755	15,340	2,479	4,395	30,811
Locations <sup>7</sup>	42	31	20	6	117	107	n/a	401

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 and excluding ED volumes.

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.



Yale  
NewHaven  
**Health**