

FISCAL YEAR 2024

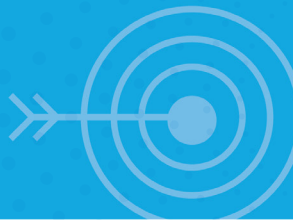
Yale New Haven Hospital | Bridgeport Hospital | Greenwich Hospital |
Lawrence + Memorial Hospital | Westerly Hospital | Northeast Medical Group

Yale
NewHaven
Health

MISSION, VISION AND VALUES

MISSION

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



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.

VALUES

- Patient-Centered** – Putting patients and families first
- Respect** – Valuing all people
- Compassion** – Being empathetic
- Integrity** – Doing the right thing
- Accountability** – Being responsible and taking action



YaleNewHaven**Health**

Mastering the Leading Edge of Change

What makes Yale New Haven Health different from other academic healthcare organizations? Our people? Our access to the brightest minds in medicine? Our unyielding care for patients? Yes, yes and yes.

But there's something more fundamental to who we are as a healthcare organization, and that's our ability to embrace change, not merely adapt to it. We command a unique position as creators of change driven by unmatched clinical care, teaching, and research. Change inspired by cutting-edge treatments, technologies and resources.

At Yale New Haven Health, our mission is to be the path forward. With our partners at Yale School of Medicine, we are reimagining care to improve our patients' outcomes.

Our teams ensure that we remain at the point where change, innovation, research and specialized experience intersect – to give our patients the latest proven treatment available. We were the first in the Northeast to introduce a revolutionary type of radiation therapy to treat lung and bone cancers without harming healthy tissue; a new digital PET-CT scanner now gives our specialists novel imaging studies for microvascular disease; and our advanced biplane neuro-angiography imaging system fights the effects of stroke by helping surgeons remove blood clots up to 24 hours after onset.

As technology advances, we prioritize its promise with the personal touch needed in patient care. Our post-surgical orthopedic care units enhanced patient comfort with technology used to control the room environment and communicate with the care team. Our nurses created a virtual nursing program where onsite and virtual nursing teams collaborated over inpatient care to improve patient-nurse communication and allow onsite nurses to focus on hands-on care.

We remain committed to increasing access to the expert care we provide. How? By growing our ambulatory footprint, expanding programs and services across the region, strengthening our presence and venturing into new territories. By welcoming PhysicianOne Urgent Care into the Yale New Haven Health family, we expanded access to our comprehensive range of health services. As part of our partnering with Yale School of Medicine in building healthier communities, we launched the state's first mobile retail pharmacy and clinic that brings health care to people where they live.

Insightful, compassionate, results-oriented change starts with our employees whose dedication and commitment radiates every day, across every shift. With every step, we gain momentum and the spark to create, the drive to succeed for our patients, our communities and our employees. Change brings inspiration, opportunity, progress and hope that makes a difference in the lives of those we serve.

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 Discharges

126,968

Outpatient Encounters

2,676,745

Outpatient Encounters with Relative Value Units (RVUs)

4,079,396

Emergency Department Visits

446,841

Across the Health System

Employees

31,115

Individual Medical Staff

8,034



Financial Performance

Total Assets

\$9.03 billion

Total Operating Revenue

\$7.24 billion

Payer Mix

- Medicare 39%
- Medicaid 14%
- Nongovernmental Payers 47%



Community Contributions

Financial and In-kind Contributions

\$922.2 million



Delivering World-Class Care

As an academic health system, Yale New Haven Health plays a pivotal role in advancing health care by integrating education, research and clinical practice. This unique structure not only trains the next generation of healthcare professionals but also fosters innovative research that leads to the development of new treatments and therapies.

For patients, the advantages of an academic health system are manifold; they gain access to cutting-edge medical care, specialized services, and clinical trials that may not be available in traditional healthcare settings. Additionally, our focus on evidence-based practices ensures that patients receive the highest standard of care, tailored to their individual needs, ultimately enhancing health outcomes and community well-being.



Yale New Haven Children's Hospital, the top-ranked children's hospital in Connecticut, was ranked among the best in the nation by *U.S. News & World Report*.



Surgeons across Yale New Haven Health have access to the most advanced technology and latest research, delivering patient- and family-centered surgical care for adults and children.

Advanced Medicine, Clinical Care and Breakthrough Treatment

Smilow Cancer Hospital introduced a revolutionary new type of radiation therapy to treat lung and bone cancers. RefleXion Medical's SCINTIX biology-guided radiotherapy (BgRT) technology is the only cancer treatment that uses signals produced by a tumor to precisely direct radiation without harming healthy tissue. BgRT is safe, effective with fewer sessions, and can be combined with chemotherapy, immunotherapy and targeted drugs to tailor the best therapeutic plan for each patient's specific situation.

The Heart and Vascular Center's Nuclear Cardiology services are now bolstered with a new digital PET/CT scanner that uses low radiation, provides novel imaging studies for different types of coronary artery disease and vascular disease, and assesses heart artery calcium, a marker of coronary artery disease.

The Heart and Vascular Center added a single-plane angiography unit at Yale New Haven Hospital's Saint Raphael Campus. The unit, used for complex interventional radiology procedures, supports image-guided, non-surgical treatments. This approach often reduces the need for traditional surgery.

A survey tool developed by Yale New Haven Psychiatric Hospital for behavioral health inpatients received attention from the Centers for Medicare and Medicaid Services, which incorporated the survey into its nationwide Inpatient Psychiatric Facility Quality Reporting Program. The team identified four factors integral to inpatients' experience: treatment team

relationships, nursing team presence, treatment effectiveness and healing environment. The survey tool also was recognized with the 2024 American Nurses Credentialing Center Magnet Prize. In 2026, the survey will be required for use in more than 1,600 inpatient behavioral health facilities nationwide that participate in the CMS quality reporting program.

To enhance stroke care, Bridgeport Hospital installed the Siemens Healthineers ARTIS Icono, the most advanced biplane neuro-angiography imaging system. Biplane imaging provides intraoperative views from multiple angles to help surgeons remove blood clots up to 24 hours after the onset of a stroke. In addition to clearer visualization, the system also requires lower radiation exposure.

Bridgeport Hospital's Milford Campus unveiled a state-of-the-art post-surgical orthopedic care unit. Equipped with the latest technology, the rooms are designed for patient and family comfort. Patients use tablet technology to control lighting, temperature, window blinds and entertainment options as well as communicate with their care team.

Yale New Haven Health's Heart and Vascular Center was the first and only health system in Connecticut to receive Transcatheter Valve Certification by the American College of Cardiology. Recertification at Yale New Haven Hospital and initial certification at Bridgeport Hospital affirm the expertise, quality and safety of care, and outstanding patient outcomes. Transcatheter aortic valve replacement is a minimally invasive procedure to replace the aortic valve in patients with aortic stenosis – a condition where the valve is narrowed and does not fully open.



Smilow Cancer Hospital welcomed the addition of SCINTIX biology-guided radiotherapy for early and late-stage cancers. SCINTIX radiotherapy allows each cancer's unique biology to autonomously determine where and how much radiation to deliver, second-by-second, during actual treatment delivery.



A new digital PET/CT scanner is now available for the Nuclear Cardiology team at the Heart and Vascular Center. This scanner is the only FDA-approved non-invasive diagnostic tool for microvascular disease.

At the Forefront of Patient Care

The Pulmonary Embolism Response Team Consortium, a leading authority in pulmonary embolism care, designated Yale New Haven Hospital as one of the first of three Pulmonary Embolism Comprehensive Care Centers of Excellence in the world. Yale New Haven Hospital successfully completed a rigorous application process and demonstrated commitment to exceptional, evidence-based care for patients with pulmonary embolism.

Adopting clinical documentation technology, Yale New Haven Health and Yale Medicine launched Abridge, an artificial intelligence tool, within Northeast Medical Group, Yale Medicine and Yale Health. Abridge captures key information from patient visit conversations and generates structured and organized notes in seconds, helping document exam findings, medical and social history, medications, treatment plans and lab work in a clear, concise way.

Helping better prepare first responders and emergency department teams, Yale New Haven Health implemented the Twiage EMS notification application. With Twiage, emergency medical services first responders use cell phones to securely send encrypted information about patients' conditions, including photos, videos and audio recordings. Twiage also employs GPS tracking to provide ED staff real-time updates on patients' arrival times.

To assist in earlier identification of patients with deteriorating conditions, the health system launched eCART – a more precise tool in predicting all-cause deterioration in patients. eCART uses 97 variables, compared to a previous tool's 26, along with artificial intelligence and other functions, to generate a score.

The REACH (Recovery, Engagement, Access, Coaching and Healing) Adult OCD/Anxiety Disorders Program at Bridgeport Hospital was named Program of the Year by the Association for Ambulatory Behavioral Health. The OCD/Anxiety Disorders program is the only one of two dedicated intensive programs in the United States offering Exposure and Response Prevention Therapy (ERP) with medication management.

Respiratory therapists at Lawrence + Memorial Hospital completed training for "NOxBox" devices that safely administer nitric oxide to patients. The NOxBox devices are used for patients requiring right-sided catheterization procedures. The gas is helpful in diagnosing patients with pulmonary arterial hypertension.

To address the treatment needs of pregnant people with sickle cell disease, Yale New Haven Health conducted translational research to help create a risk-stratification tool for pregnant patients with sickle cell disease. This tool will help physicians determine which patients are at risk of developing complications during pregnancy, when those complications are more likely to occur and how to manage them.



With Twiage's innovative communication technology, Yale New Haven Health hospitals can communicate with emergency medical services providers more efficiently.



A new single plane angiography unit at the Yale New Haven Hospital Saint Raphael Campus captures 2D images from a single plane, allowing for procedures like balloon angioplasty, stent placement and angiographic imaging.



The advanced biplane neuro-angiography imaging system provides endovascular neurosurgery treatment for all stroke types, brain aneurysms, brain tumors and carotid artery disease. The system can also be used for interventional treatment of complex spine conditions and spine cancer, as well as interventional radiology treatment of pulmonary embolisms, deep vein thromboses and many types of cancer.

Setting Standards in Quality and Safety

Yale New Haven Hospital received the 2024 IPRO Quality Award for significant achievements in improving healthcare quality. The IPRO Quality Innovation Network-Quality Improvement Organization is a federal program focused on improving the quality of care provided to Medicare patients across the United States.

The Leapfrog Group, an independent national patient safety watchdog group, awarded Greenwich Hospital an 'A' grade as one of the safest hospitals in the United States. The Leapfrog Group scores hospitals on more than 30 measures of patient safety, including errors, accidents, injuries and infections.

Greenwich Hospital also was recognized as a top performer in the 2024 Bernard A. Birnbaum, MD, Quality Leadership Study by Vizient, Inc. Greenwich Hospital was recognized for demonstrating excellence in delivering high-quality care in safety, mortality, effectiveness, efficiency, patient centeredness and equity of care.

U.S. News & World Report recognized Yale New Haven Health's Grimes Center as "high performing" for short stays based on the quality of care a nursing home provides patients who have been released from the hospital after a stroke, heart attack, infection, accidental injury or other conditions.

Lawrence + Memorial Hospital nurses received training in "safe mode" programming, making it possible for patients with pacemakers or defibrillators to receive their magnetic resonance imaging (MRI) test safely and locally. If an MRI is not performed in safe mode, the scanner's magnets may alter or damage the function of the pacemaker or defibrillator and potentially put patients at risk. In safe mode, pacemakers can be paused by trained professionals before an MRI begins. Once the MRI is complete, the pacemaker or defibrillator is reset.

Building Healthier Communities

Yale New Haven Health acquired PhysicianOne Urgent Care and its locations across Connecticut and New York. The acquisition expanded the health system's commitment to increasing patient access to high-quality health care, with the service rebranded as Yale New Haven Health Urgent Care.

Yale New Haven Health and Yale Medicine launched the first mobile retail pharmacy and clinic in the nation to bring health care to people where they live. The project, known as InMOTION, serves communities throughout Connecticut, which is the first in the country to legalize mobile retail pharmacy services.

Yale New Haven Health opened its third state-of-the-art retail pharmacy at Lawrence + Memorial Hospital, introducing integrated, personalized medication care for patients, employees and the surrounding community. The pharmacy team collaborates with patients' healthcare providers to ensure prescriptions are filled safely and accurately with the highest quality care.



Respiratory therapist Robyn Eskew and student respiratory therapist Anastasia Pattison work with the NOxBox device that enables therapists to administer nitric oxide gas to help patients with certain pulmonary conditions.



Launching the country's first mobile retail pharmacy and clinic, Yale New Haven Health and Yale Medicine introduced InMOTION at a news conference. The program's goal is to make better health accessible to people where they live.

As part of the \$81.6 million power upgrade and Emergency Department renovation at Lawrence + Memorial Hospital, the first of 57 new private rooms opened to patients. Projected for completion in 2026, the 57-room ED will have a net gain of 20 beds with the latest technological equipment designed with input from front-line nurses on ways to enhance ergonomics and functionality.

The Connecticut Hospital Association and Connecticut Department of Public Health awarded Yale New Haven Hospital the 2024 Connecticut's Hospital Community Service Award for their Medical-Legal Partnership Project, which successfully addressed legal needs that impact health in housing, educational entitlements, disability rights and public benefits.

The health system received national recognition in The Joint Commission's November Journal on Quality and Safety for a program that screens patients for non-medical issues that directly affect health, such as financial difficulties, inadequate housing and lack of reliable transportation. The program also connects patients with available services.

Cardiology researchers at Yale New Haven Health were selected to participate in a multisite research study called Pressure Check, designed to screen for hypertension in the community and connect people with uncontrolled blood pressure into new care delivery models. The study partners the health system with 10 community partners such as churches, barbershops, community centers, and other organizations to screen for high blood pressure.

When it comes to relieving hunger, Yale New Haven Health employees and medical staff donated more than 21,950 pounds of food to hunger-relief organizations during the health system's fourth #GiveHealthy online food drive. The donated food translates into nearly 18,300 meals for people in need throughout Connecticut, in Westerly, RI, and Port Chester, NY.

The National Committee for Quality Assurance (NCQA) awarded Patient-Centered Medical Home (PCMH) recertification to 44 Northeast Medical Group primary care sites. A PCMH uses a team-based approach to meeting patients' healthcare needs. Led by a primary care physician, the team may include physician assistants, advanced practice registered nurses, medical assistants, nurses and care coordinators. The medical home model delivers comprehensive, personalized care in a way that is accessible to the patient.



Pressure Check, a new research study spearheaded by Yale School of Medicine and Yale School of Public Health unites clinicians with community leaders to help lower blood pressure. Funded by the Patient-Centered Outcomes Research Institute (PCORI), and supported by Yale New Haven Health, the program has sites in New Haven, Boston, Norfolk and Houston.



The opening of the retail pharmacy at Lawrence + Memorial Hospital marked the third in integrated, personalized medication care for Yale New Haven Health's Pharmacy Services.



During the annual #GiveHealthy food drive, Yale New Haven Hospital donated 7,317 pounds of food – surpassing its 5,000-pound goal. Transplantation Center team members and their families were among those who helped distribute the food.

Nursing: The Driving Force of Change

More than 7,000 Yale New Haven Health System nurses care for patients in our five hospitals, Northeast Medical Group practices and hundreds of outpatient locations, from New York to Rhode Island. Our nurses are leaders and innovators who are advancing nursing practice, improving patient outcomes and conducting research that is changing health care in our region, the nation and beyond.

Nursing in the Spotlight

Nursing teams across Yale New Haven Health personify a time-honored tradition of enhancing patient care rooted in their commitment and drive to succeed. This dedication results in stronger collaboration, improved communication with colleagues and patients, and a continued, intense focus on patient care. Their work is recognized throughout the year with many awards and honors. Such awards include the PRISM Awards from the National Academy of Medical-Surgical Nurses and Medical-Surgical Nursing Certification Board, the Lantern Awards from the Emergency Nurses Association, and the Beacon Awards through the American Association of Critical-Care Nurses. Also, Yale New Haven Hospital received the 2024 American Nurses Credentialing Center Magnet Prize, sponsored by Press Ganey, for developing a psychiatric inpatient survey that will be used nationwide.

The Magnet Journey

The year saw continued preparation for three Yale New Haven Health hospitals as they readied to apply to the American Nurses Credentialing Center (ANCC) for Magnet Recognition, the highest nursing honor a hospital can receive – Yale New Haven Hospital for its fourth Magnet Recognition, Greenwich Hospital its third and Bridgeport Hospital its first. Just 9.6 percent of the more than 5,600 hospitals nationwide have earned Magnet Recognition, including Greenwich and Yale New Haven hospitals. In their applications, nurses and nursing leaders show how their hospitals consistently demonstrate Magnet attributes that include exceptional care and outcomes; visionary leadership; supportive nurse environment; and nurse autonomy. The detailed application process involves nurses and nursing leaders from inpatient and ambulatory areas throughout the organizations, as well as contributions from physicians and staff from other departments.



Leaders and staff from the Medical-Surgical units at the Saint Raphael Campus and the York Street Campus received PRISM (Premier Recognition in the Specialty of Medical-Surgical), a national award for medical-surgical nursing excellence.

In Our Communities

YNHHS nurses established focused areas to serve the community. These include healthcare outreach efforts such as providing health education, promoting healthy practices, and sharing their expertise to build access based on community needs assessment. The goal is to provide patient-centered and high-value services beyond the inpatient care setting. These services include the Community Blood Pressure screening initiative in addition to participation in school and community health fairs, Special Olympics, civic organizations, food distribution events, collection drives and health and wellness activities.

Finding New Solutions

Healthcare organizations across the nation were under pressure as the growing need for nurses outpaced a shrinking workforce. Bridgeport Hospital, as part of Yale New Haven Health, took the lead in providing nurses with an opportunity to extend their

careers through Virtual Nursing, a program that decreases physical demands on nurses and improves patient care. The hospital piloted the project on the Cardiology floor where a patient was able to connect with a virtual nurse within seconds.

The program quickly expanded to additional units and opened a new world for nurses. Hybrid nurses collaborated with onsite nurses by handling intake, check-ins with patients and liaising with families. The virtual team often bookends that experience by handling discharge, which allows onsite nurses to focus on care that can only be delivered in person.

During the year, Bridgeport Hospital's virtual nursing team conducted more than 3,000 video visits, receiving favorable feedback from patients and families. Given the program's success, virtual nursing was implemented across Yale New Haven Health.



Bridgeport Hospital's Emergency Departments at the Bridgeport Campus (top) and Milford Campus (bottom) took home Lantern Awards from the Emergency Nurses Association. Established in 2011, the three-year award recognizes excellence in emergency departments. This year, only 94 hospitals nationwide received the honor for demonstrating exceptional performance in key areas.

The Beacon Award recognizes unit caregivers from Bridgeport Hospital's Bridgeport Campus (top) and Milford Campus (bottom) who successfully improve patient outcomes and align practices with American Association of Critical-Care Nurses' six Healthy Work Environment Standards: skilled communication, true collaboration, effective decision-making, appropriate staffing, meaningful recognition and authentic leadership.

Yale New Haven Health's delivery networks, programs and services were recognized by the following organizations for their results-oriented outcomes in advancing safe, high-quality care and the patient experience.

The Joint Commission

Gold Seal of Approval for Chest Pain Certification: Yale New Haven Hospital

Gold Seal of Approval for Ventricular Assist Device (VAD) Certification: Yale New Haven Hospital

Gold Seal of Approval® for Advanced Certification in Spine Surgery: Lawrence + Memorial Hospital, Yale New Haven Hospital – Saint Raphael Campus

Acute Stroke Ready Hospital, Westerly Hospital

National Committee for Quality Assurance

Patient-Centered Medical Home (PCMH) recertification: Northeast Medical Group (44 primary care sites)

The American College of Surgeons

Surgical Quality Partner and Trauma Quality Improvement Program Participant, Lawrence + Memorial Hospital

The Commission on Cancer, the American College of Surgeons

3-year accreditation: Smilow Cancer Hospital

3-year accreditation, Academic Comprehensive Cancer Program: Bridgeport Hospital

3-year accreditation with commendation: Smilow Cancer Hospital at Waterford

Recertification as an Advanced Primary Stroke Center: Lawrence + Memorial Hospital

Metabolic and Bariatric Surgery Accreditation and Quality Improvement Program

Accredited as a Low Acuity Center: Lawrence + Memorial Hospital's Bariatric Surgery Center

Press-Ganey

Human Experience (HX) Pinnacle of Excellence Award: Greenwich Hospital

Guardian of Excellence – Patient Experience – Medical Practice service award: Smilow Cancer Hospital at Westerly

The American Heart Association

Get With The Guidelines Program: Bridgeport, Greenwich, Lawrence + Memorial, Westerly, Yale New Haven hospitals

Stroke Silver Plus with Target: Stroke Honor Roll Elite and Target: Type 2 Diabetes Honor Roll: Bridgeport Hospital

Stroke Gold Plus with Target: Stroke Honor Roll Elite and Target: Type 2 Diabetes Honor Roll: Greenwich Hospital

Stroke Gold Plus with Target: Type 2 Diabetes Honor Roll: Lawrence + Memorial Hospital

Stroke Gold Plus with Target: Stroke Honor Roll Elite Plus and Target: Type 2 Diabetes Honor Roll: Yale New Haven Hospital

Gold+ for Target: BP achievement award: Yale New Haven Health

Cribs for Kids' National Safe Sleep Hospital Certification program

Bronze-level designation: Yale New Haven Health

Baby-Friendly USA

Redesignation as a Baby-Friendly Facility: Lawrence + Memorial Hospital

AWARDS & RECOGNITION

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

Newsweek's World's Best Hospitals 2024, America's Best Maternity Hospitals 2024, America's Best Physical Rehabilitation Centers 2024

Connecticut Magazine's 2024 Best Doctors

Becker's Hospital Review, 150 Top Places to Work in Healthcare 2024

Forbes, America's Best Employers

CHIME'S Digital Health Most Wired 2024



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 for 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

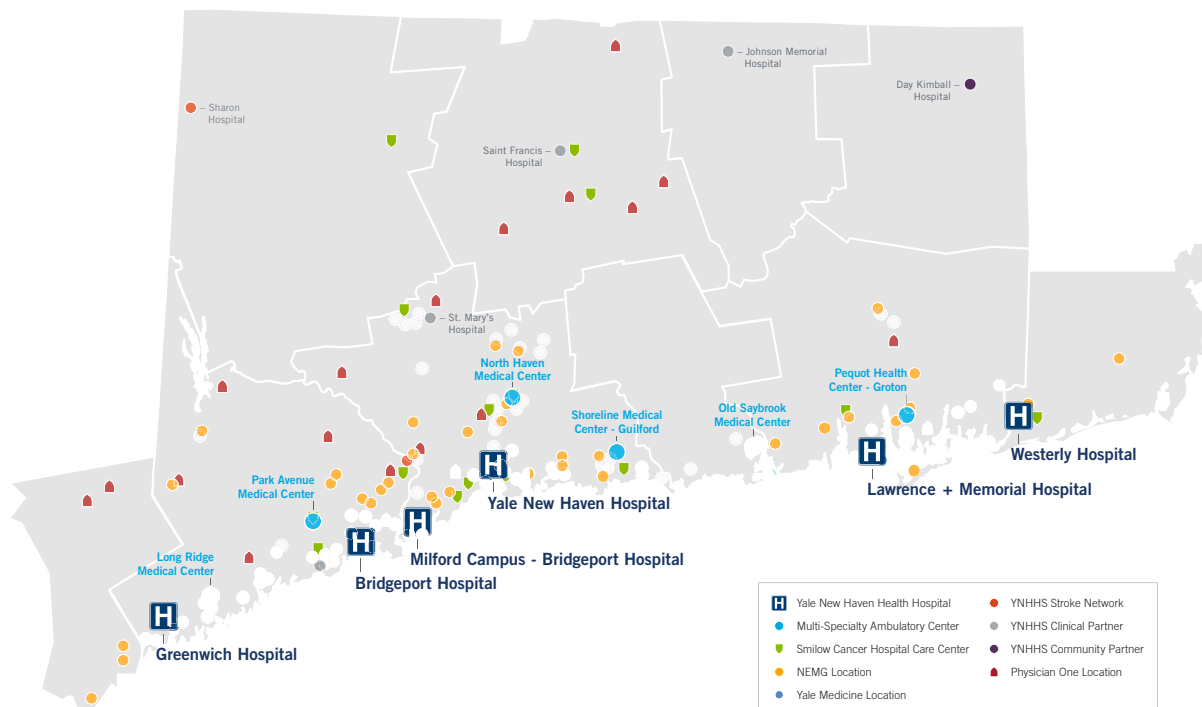
Lawrence + Memorial Hospital is a non-profit, 308-bed general and acute care hospital providing patient care to medical, surgical, pediatric, psychiatric and obstetrical patients in southeastern Connecticut and southern Rhode Island. Lawrence + Memorial offers cardiac, acute, step-down and rehabilitation 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 in Washington County (RI) and New London County (CT) 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 service and inpatient geriatric psychiatric care.

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 1,500 medical professionals affiliated with Bridgeport, Greenwich, Lawrence + Memorial, Westerly and Yale New Haven hospitals.



2024 Yale New Haven Health System Profile

	BH	GH	L+M	WH	YNHH	NEMG	UC	H@H	HSC	Total YNHHS
Total Licensed Beds ¹	501	206	308	125	1,541	—	—	—	—	2,681
Inpatient Discharges	25,041	13,272	13,175	3,614	71,866	—	—	—	—	126,968
Ambulatory Encounters ²	399,272	296,839	288,016	109,314	1,583,304	—	—	—	—	2,676,745
NEMG wRVUs	—	—	—	—	—	4,079,396	—	—	—	4,079,396
Home Visits ³	—	—	—	—	—	—	—	280,500	—	280,500
ED Visits	131,038	34,827	75,375	19,781	185,820	—	—	—	—	446,841
Urgent Care Encounters	—	—	—	—	—	—	406,793	—	—	406,793
Total Assets ⁴	\$0.69B	\$0.86B	\$0.44B	\$0.11B	\$5.46B	\$0.12B	\$0.03B	\$0.02B	\$3.40B	\$9.03B
Total Operating Revenue ⁵	\$0.92B	\$0.55B	\$0.51B	\$0.14B	\$4.86B	\$0.65B	\$0.06B	\$0.04B	\$0.99B	\$7.24B
Medical Staff ⁶	2,273	1,181	889	337	5,788	1,542	—	—	—	8,034
Employees ⁷	3,417	1,915	2,382	756	15,556	2,543	Included in HSC total	498	4,048	31,115
Locations ⁸	33	17	13	6	66	96	23	—	27	248

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

1 Licensed bed number includes bassinets.

2 Inclusive of COVID lab volume. To compile total outpatient encounters you must include ED volumes.

3 Includes hospice care.

4 Total assets include eliminations.

5 Total Operating Revenue, excluding the CMS 340B remedy settlement.

6 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.

7 Employees represent counts and not FTEs. HSC includes CBS, Yale New Haven Health Urgent Care.

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

