

ON A MISSION



2015 Annual Report



ON A MISSION

COMMITTED TO INNOVATION AND EXCELLENCE IN PATIENT CARE, TEACHING, RESEARCH AND SERVICE TO OUR COMMUNITIES

Yale New Haven Health

Bridgeport Hospital | Greenwich Hospital | Yale-New Haven Hospital | Northeast Medical Group

ON THE COVER: Bound to take the world by storm, three-year-old Giulia Pereira from Greenwich, CT, stopped asthma in its tracks with help from Prina Weiss, MD, at the Yale-New Haven Children's Hospital Pediatric Specialty Center. Read more about Giulia on page 11.



A Message from the President and CEO

This past year was extremely challenging particularly after our state legislature enacted an additional \$121 million in Medicaid cuts and taxes to the Yale New Haven Health System. While never losing our focus on the patients we are privileged to serve, we came together in a unified advocacy effort to oppose the state budget cuts.

Demand for services remained high and our commitment to patient care and safety was unwavering. In addition to continuing our high reliability journey where every employee and medical staff member is fully accountable for the care and service we provide, we continued to grow our services, opening a 24-bed rehabilitation and wellness center at Milford Hospital, and a new outpatient medical center in Old Saybrook. Smilow cancer care services continued to grow with a new collaboration with Saint Francis Care, making services more accessible to patients in the northern part of the state.

In spite of the reimbursement challenges imposed by the state legislature's actions, we ended the year with positive financial performance, thanks in large part to continued cost and value positioning efforts. Ongoing strong financial performance is critical to enhancing our clinical programs, allocating necessary capital to maintain facilities, equipment and technology, and investing in the evolution of our healthcare system.

We were especially pleased to reach an agreement with Lawrence + Memorial Hospital in New London to become the first new corporate member in our System since Bridgeport and Greenwich hospitals joined us in the 1990s. We are now in the process of seeking regulatory approvals in both Connecticut and Rhode Island. Unfortunately, the state has acted in ways that are challenging to Yale New Haven's growth, with much of the impetus for such legislation driven by special interest groups with their own agendas.

We will continue to focus on our strategy of providing unparalleled value to our patients. Our leadership team has met the challenges in health care effectively by working every day to make the service and care we provide better. I personally could not be more proud of the Yale New Haven Health System family this year.

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

Marna P. Borgstrom
President and Chief Executive Officer



Yale New Haven Health 2015 Performance Highlights

YALE NEW HAVEN HEALTH SYSTEM (YNHHS), Connecticut's leading healthcare system, was formed in 1996 to enhance the quality and scope of healthcare services for residents of Connecticut and beyond. YNHHS includes four delivery networks: Bridgeport, Greenwich, New Haven and Northeast Medical Group. YNHHS has clinical relationships with several other hospitals in Connecticut and numerous outpatient locations throughout the state. YNHHS is affiliated with Yale School of Medicine, in support of patient care, medical education and clinical research.

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

OUR VISION is to enhance the lives of the people we serve by providing access to high-value, patient-centered care in collaboration with others who share our values.

OUR VALUES include Integrity (Doing the right thing); Patient-Centered (Putting patients and families first); Respect (Valuing all people); Accountability (Being responsible and taking action); and Compassion (Being empathetic).

OUR STRATEGY is to enhance the lives of patients and families by offering unparalleled value through safe, high-quality care in a caring environment at a competitive cost. Our strategic framework has five dimensions: people, patient-centered care, clinical depth and breadth and finance and payment. Success requires the full engagement of physicians and staff, total commitment to our High Reliability Organization patient care and safety efforts, continuing to offer patients accessible, high quality destination services, and greater cost effectiveness. We are continuing to build an integrated system to help offer value – not only in traditional acute care but across a continuum of services, across a broad geographic region.

Safety, Quality and Operational Effectiveness

SAFETY AND QUALITY YNHHS continued on its High Reliability Organization journey and raised the bar even higher in providing safe, effective care and eliminating preventable errors across the System. In 2015, YNHHS achieved High Reliability Organization Level 3 through the Agency for Healthcare Research and Quality, recognizing work in four key areas: preoccupation with failure, commitment to resilience, sensitivity to operations and a culture of safety.

The System conducted a safety culture survey among all staff to identify key improvement areas for each delivery network. Other System-wide initiatives focused on standardization in the medication reconciliation process in the emergency departments, as well as pharmacy policies and pharmacy inventory management.

Another patient safety initiative focused on tactics to reduce the most commonly reported hospital-acquired





infection in the country – catheter-associated urinary tract infections (CAUTI). Dedicated efforts reduced CAUTI rates to approximately one case per 1,000 patient days in the intensive care units.

OPERATIONAL IMPROVEMENT: VALUE

POSITIONING While reducing unwarranted variation in patient care leads to cost savings, the quality and safety of that care remains the first priority. Yale New Haven Health achieved Cost and Value Positioning cost reductions of \$40 million during the year, due, in part, to focused identification of non-value-added costs or processes and fast-track project improvement timelines.

This year, clinical redesign adopted a revised approach with 90-day project timelines for prioritized cases projected to achieve sustainable results. Of the 13 projects launched and completed, 84 percent displayed positive trends. Project results included eliminating 7,700 inpatient days, removing more than 3,600 instruments from surgical trays and decreasing the total number of routine lab tests by almost 20 percent and iStat labs by 43 percent. Clinicians, working with Epic, the System’s integrated electronic health record, standardized the weight display to kilograms to reduce medication errors.

These highly targeted efforts have improved quality outcomes while reducing expenses as part of physician-led clinical redesign initiatives.

In addition, corporate cost savings and cost avoidances totaled \$26.8 million for the year.

SUPPLY CHAIN/NON-LABOR Yale New Haven Health System’s nine non-labor committees are the structural vehicles YNHHS leverages to reduce variation, reduce cost per unit of service and assure that our decision-making is value based and sustainable by focusing on patient experience, safety, clinical quality, operational efficiency and cost. During the year, YNHHS realized \$24 million in non-labor savings: over \$4.8 million of that in the area of surgical services. The non-labor committees also achieved \$7 million in operational and capital cost avoidance.

CLINICAL AND INFORMATION TECHNOLOGY

YNHHS continued to deploy features and modules within the Epic electronic medical record (EMR) that enhanced the process of delivering care and meeting 2015 CMS deadlines. With the launch of its Care Everywhere data exchange network in 2011, YNHHS has exchanged over 140,000 patient records with more than 500 sites across 48 states. Care Everywhere, which enabled YNHHS to meet Meaningful Use Stage 2 certification, helps improve care coordination, increases patient safety and decreases unnecessary tests. YNHHS continued to offer all referring providers EpicCare Link to extend data sharing and collaboration.

Partnering with MDLive, YNHHS launched a live, online physician consultation service for non-emergent medical conditions. More than 2,700 YNHHS employees registered for the service since its launch in March, and physicians conducted over 300 online consultations.

YNHHS began partnering with EMMI Solutions on a new initiative to help patients become more engaged with their care. EMMI offers an interactive voice response system to contact patients who are overdue on important screening tests or checkups or have other gaps in care. It was piloted with thousands of YNHHS patients of NEMG primary care providers and the Primary Care Centers regarding mammography, diabetic eye and foot care and influenza vaccination. EMMI enhances care and provides educational resources for large groups of patients.

In 2015, YNHHS launched its Insight Tele-ICU. Using advanced audio-visual technology, coupled with monitoring tools in the Epic EMR and bedside monitors, specially trained physicians and nurses can manage critically ill patients in the medical and surgical intensive care units (ICUs), monitor patients and interact with caregivers onsite as well as the patient and family. Medical and surgical ICU patients at Greenwich and Yale-New Haven hospitals are monitored and supported by the Tele-ICU team, resulting in improvements in clinical quality and length of stay.

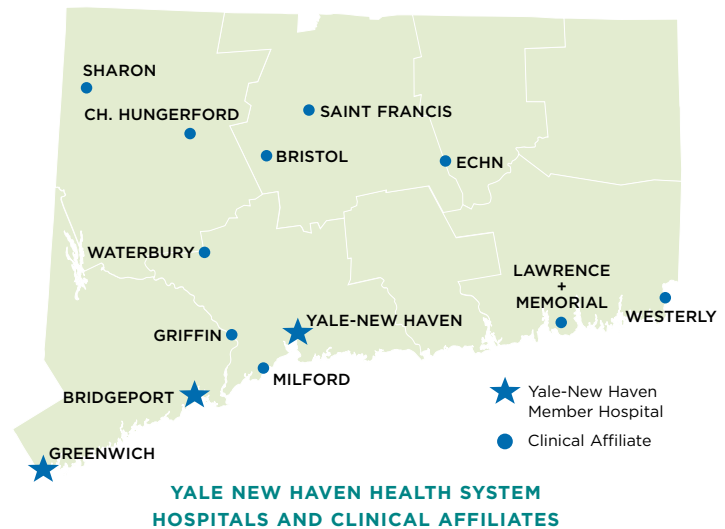
YNHHS and its member hospitals were again selected as one of the Most Wired health systems in the nation by *Hospitals and Health Networks* magazine, and Yale-New Haven Hospital achieved national recognition for the highest level of electronic medical record adoption. Known as HIMSS Level 7, this designation is achieved by less than 5 percent of hospitals nationally and recognizes the commitment and role of the hospital's EMR in supporting care.

Provider of Choice

SERVICE GROWTH AND ACCESS IMPROVEMENT

As a result of clinical service partnerships and programs, Yale New Haven Health increased patient access to medical care. Inpatient discharges increased slightly by 2 percent, and outpatient encounters increased 7 percent, reflecting statewide trends.

Highlights of enhanced geographical and clinical access included:



- Reaching a definitive agreement with Lawrence + Memorial Healthcare (the parent organization of Lawrence + Memorial Hospital, Westerly Hospital, L+M Medical Group and the Visiting Nurse Association of Southeastern Connecticut) to affiliate. The agreement was in regulatory review at fiscal year's end.
- Opening a new Rehabilitation and Wellness Center at Milford Hospital
- Continued construction on the Park Avenue Medical Center in Trumbull
- Development of the Center for Musculoskeletal Care at Saint Raphael Campus
- New Smilow Cancer Hospital Care Centers at Bridgeport Hospital's Trumbull location and at Saint Francis Hospital
- Opening the Old Saybrook Medical Center
- Opening of InSight Tele-ICU at the Saint Raphael Campus, both New Haven emergency departments and Greenwich Hospital
- Infrastructure development of the Total Health clinically integrated network

After its first year of operation, SkyHealth, the joint critical-care helicopter service between YNHHS and

North Shore-Long Island Jewish Health System, logged 150 patient transports to Yale-New Haven Hospital, several to the Connecticut Burn Center at Bridgeport Hospital, and transported five patients from Greenwich Hospital and 16 from Bridgeport Hospital.

PATIENT EXPERIENCE Led by the System’s Patient Experience Council, a number of innovative, common-sense initiatives were implemented due to the ingenuity, compassion and empathy of staff. Sixty-eight projects were recognized at the annual Patient Experience Conference, where a record 1,000 employees from across the System shared best practices in methods to improve the patient experience.

All three hospitals participated in the Hospital Consumer Assessment of Healthcare Providers and Systems

(HCAHPS) survey as one of the many measures of patients’ perspectives on hospital care. Collectively, the hospitals demonstrated positive results in “overall rating,” posting results at or above national averages in most patient experience categories, such as those related to nurse communication, pain and likeliness to recommend the hospital to others.

The Diversity and Inclusion committee continued to create an inclusive, supportive environment for employees, patients and families, physicians, visitors and the community. By effectively leveraging diversity and inclusion teams at each delivery network, Yale New Haven Health established the foundation of a culture that enhances understanding; attracts and retains a quality workforce reflective of our patients and community; and explores differences to increase creativity, quality,



teamwork and innovation. Bridgeport, Greenwich and Yale-New Haven hospitals were awarded leader status by the Human Rights Campaign for meeting all Core Four criteria for LGBT patient-centered care in the Healthcare Equality Index.

The Patient and Family Advisory Committee, a group of employees, patients and community members, expanded its role during the year, offering counsel in the development of outreach and clinical programs. Addressing consumer demand for transparency in pricing of healthcare services, Yale New Haven Health also implemented a dedicated telephone line for patient pricing inquiries.

POPULATION HEALTH MANAGEMENT Yale New Haven Health has been developing an infrastructure to support population health management, working with Northeast Medical Group, Yale Medical Group and independent physicians and providers from across the System. This approach to care is designed to keep patients healthy, help manage chronic conditions, support patients

across care settings and lower care costs. This will set the stage for the new models of value-based payment which pay providers based on quality outcomes instead of the number of services provided to patients.

Physician-led workgroups are building care and data systems that focus on providing the best care to patient populations in diabetes, heart disease, pulmonary conditions and geriatrics, as well as care transitions, advanced care planning and disease management.

YNHHS has been working with Saint Francis Care in Hartford to develop a clinically integrated network called Total Health so that participating providers can share benefits including access to an expansive referral network for their patients, a population health platform that integrates data from multiple systems, including different electronic health records and claims data that contain patient outcomes, quality data and financial information. These services help providers with monitoring patient outcomes, care coordination and reducing unnecessary variation in care.

COMMUNITY BENEFITS* Yale New Haven Health System continued to promote health and wellness through numerous community-based programs and services. YNHHS invested \$569.2 million in financial and in-kind contributions, including: medical care and other healthcare services; education for the next generation of medical professionals; chronic disease prevention awareness; and affordable housing and job programs. These activities impacted the lives of 684,760 people. In total, the System provided \$434.6 million in subsidized care and patient care programs that served 551,475 persons.

YNHHS participates in government-sponsored programs such as Medicare, Medicaid, HUSKY, CHAMPUS and Tricare. During the year, Yale New Haven Health provided services for Medicaid beneficiaries at a loss of \$271.2 million. In addition, Yale New Haven Health provided free or charity healthcare services at a loss of \$174.5 million. Our three hospitals provided \$212.9 million in Medicare shortfalls and bad debt.





As one of the state's largest employers with more than 20,000 employees, YNHHS provides support for several economic initiatives in New Haven, Fairfield and Westchester counties. Staff continued to implement the Community Health Improvement Plans with local partners to address key issues identified in the community health needs assessment. Also collaborating with area health departments, healthcare providers and community partners, YNHHS developed a system-wide approach for the 2016 triennial community health needs assessment.

** Community benefit activity results in this report reflect the most current data available, October 1, 2013-September 30, 2014.*

Employer of Choice

HUMAN RESOURCES Nearly 17,000 employees – 85.5 percent – from all YNHHS organizations completed the 2015 employee engagement survey, providing departments with valuable feedback to assess trends and initiate improvements where needed. Employees indicated strong employee engagement, with 82.1 percent reporting

they were “content” or “engaged,” and 43 percent “most strongly engaged.” Recognition, compensation, implementation of new technology and commitment to diversity and inclusion activities also received high marks from employees.

The livingwell CARES program, which provides free, confidential counseling and support for employees with chronic health conditions, expanded this year to include specialty trained health coaches and wellness champions at all delivery networks. The service increased enrollment by 48 percent, to 610 participants.

YNHHS also continued the successful Know Your Numbers Plus employee wellness program. More than 8,370 employees completed a health screening and documented other healthy behaviors to earn financial credit toward the cost of their annual medical premium. This year, YNHHS launched a new wellness portal, RedBrick, to help support employees on their journey to better health through online tools and resources.

In September, YNHHS launched an employee service center to provide employees with 24/7 access to benefits information. Called HRConnect, the service consists of an online, self-help portal and a toll-free number to reach a human resources representative.

INSTITUTE FOR EXCELLENCE In 2015, the Institute for Excellence (IFE) provided 16,740 hours of classroom and workshop instruction for 2,360 employees and managers. The IFE collaborated with the Yale School of Management to provide a leadership development program, Strategic Agility and Innovation. Designed to

enhance executive-level competencies and leadership potential, the program instructed 25 YNHHS vice presidents and director-level leaders.

Working closely with Human Resources Information Systems (HRIS), the IFE refined the on-line talent management/succession tools to support leadership continuity. The number of managers and directors requesting coaching and mentoring support through the IFE continued to increase during the year.

Nearly 22,000 active users completed approximately 342,000 hours of learning activities through HealthStream



2015 Yale New Haven Health System Profile

	YALE-NEW HAVEN HOSPITAL	BRIDGEPORT HOSPITAL	GREENWICH HOSPITAL	NEMG	TOTAL YNHHS
TOTAL LICENSED BEDS*	1,541	383	206	N/A	2,130
INPATIENT DISCHARGES	78,452	19,815	13,296	N/A	111,563
OUTPATIENT ENCOUNTERS	1,282,539	287,662	287,300	N/A	1.9M
TOTAL ASSETS**	\$3.3B	\$533.5M	\$608.7M	\$35.5M	\$4.5B
TOTAL REVENUE	\$2.4B	\$501.2M	373.4M	\$282M	\$3.6B
MEDICAL STAFF***	4,129	828	646	866	6,469
EMPLOYEES****	12,522	2,664	1,820	1,613	20,800

* Licensed beds numbers include bassinets.

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

*** Includes Residents and Fellows; MD Hospitalists included in NEMG column; excludes non-physician Affiliated/Allied Health.

**** Employees represent counts and not FTEs. System Total includes Health Services Corporation employees; NEMG includes MSO employees.

and other e-learning programs. More than 3,800 providers and staff completed online education to prepare for the ICD-10, the federal government's new diagnosis coding system. The SYN:APSE Center for Learning, Transformation and Innovation provided over 1,000 courses for approximately 8,000 staff members.

Financial Performance

Careful financial and operational management helped produce an operating gain of nearly \$160 million. This supports the System's future growth and its ability to enhance clinical programs, make facility improvements, purchase equipment and fund employee pension plans, as well as position YNHHS to deliver comprehensive, integrated, quality health care in an environment that is quickly consolidating into delivery networks.

YNHHS's "obligated group," which includes Yale-New Haven and Bridgeport hospitals, Northeast Medical Group and the Health Services Corporation, received very strong ratings from bond rating agencies. Standard and Poor's affirmed the YNHHS obligated group's "A+" bond ratings and improved its outlook from "stable" to "positive."

At the end of FY15, YNHHS performance exceeded budget with total net revenue of \$3.6 billion and a 4.4 percent operating margin driven by the success of strategic growth in destination services, cost and value positioning efforts, and successful revenue cycle management strategies.

Breathing easier, living fully, thanks to EKOS

Lifesaving. Eleanor Brienza has no doubt her EKOS (EkoSonic Endovascular System) procedure at Bridgeport Hospital to remove a blood clot from her lung did just that.

Severe dizziness and disorientation led Eleanor's husband Charles to call 911. An ambulance brought her to the hospital's emergency department. There, cardiologist Edward Tuohy, MD, diagnosed the clot, which also put severe strain on her heart. But, instead of just the standard clot-dissolving agent tPA (tissue plasminogen activator), Dr. Tuohy recommended EKOS, which is an ultrasound-accelerated thrombolysis technique.

"He'd performed this procedure before at Yale-New Haven Hospital, but I was the first patient at Bridgeport," said Eleanor.

With EKOS, a catheter through the groin delivers a lower dose of tPA, which infuses the clot. Ultrasound vibration dissolves it. Using a lower tPA dose, EKOS also reduces stroke risk, improves heart function and quickens recovery.

"I'm told a blood clot is a silent killer," said Eleanor. "Dr. Tuohy told me I'm one of the lucky ones."

Now, Eleanor's life is back to normal, babysitting two granddaughters and literally breathing easier, something not possible before, thanks to Dr. Tuohy and EKOS.





GREENWICH HOSPITAL

Sharing a heartfelt appreciation for life

Leandro and Pollyana Pereira exchanged a pained look remembering the first days when their eight-month-old daughter Giulia developed difficulty breathing. Symptoms that started out as a cold gradually turned into wheezing. Their worry intensified at the sound of every labored breath. They wanted answers and needed action.

The Greenwich couple made an appointment at the Yale-New Haven Children's Hospital Pediatric Specialty Center, where they met Prina Weiss, MD, a pediatric pulmonologist, who diagnosed Giulia with moderate persistent asthma and a possible airway abnormality. A minimally invasive bronchoscopy revealed an infection and a condition called tracheomalacia, where the cartilage in the trachea is not yet fully developed, partially obstructing the airway.

The Pereiras were alarmed. Would breathing problems plague her throughout life? Dr. Weiss reassured them, explaining that medication would help Giulia breathe easier by addressing the infection and preventing asthmatic episodes. Time also would be on Giulia's side. The trachea would develop on its own, and the chances of Giulia outgrowing asthma were in her favor.

"Parents are often scared when I tell them that their child has asthma. I emphasize that nowadays asthma can be controlled. Asthma should not hold them back from doing whatever they want to do," Dr. Weiss said.

"Giulia is three now and can play much longer than before," Leandro said. "She also wants to do everything her big brother Felipe does – and more."



YALE-NEW HAVEN HOSPITAL

The joy in normalcy

Venturing out on a simple trip to their neighborhood bank, Roger and Kathryn Dann had their world shattered when a truck ran a red light and t-boned their car. Rushed by ambulance to the emergency department at Yale-New Haven Hospital, they were immediately treated and evaluated by the surgical trauma team for life-threatening injuries.

Roger's injuries included a traumatic brain injury and skull fracture; Kathryn, a fractured pelvis and a traumatic thoracic aortic injury caused by her seatbelt. Neurosurgeon Maxwell Laurans, MD, tended to Roger, performing a decompressive craniectomy, a neurosurgical procedure in which part of the skull is removed to allow the swelling brain room to expand.

Fortunately, Kathryn's injury was contained, and vascular surgeon Jeffrey Indes, MD, performed a stent graft to seal off the injury, saving her life.

"I never thought we'd be here today," Kathryn said after their hospitalization and months of intensive rehabilitation for Roger. "I feel like we finally have a return to normalcy," Roger added, who marked a milestone in his recovery by running four miles with son Christopher in the annual Madison Turkey Trot.

"My goal for next year is to be a minute faster," he beamed.

Freezing cancer in its tracks

Scared. That's the first thing Kathleen Mason felt when she found a lump in her breast. "I tried to convince myself that it was nothing, but it wouldn't go away." The Shelton woman didn't let fear get the better of her. She mentioned it to her primary care physician during a routine diabetes check-up.

After an initial mammogram, Kathleen met with Northeast Medical Group's Andrew Kenler, MD, FACS, a breast cancer surgeon. She expected to hear the words "surgery" and "chemotherapy." Words that translated into recovery time she couldn't afford to take, as the primary caregiver for her husband.

Given the combination of her early stage breast cancer and age, Dr. Kenler said Kathleen was a perfect candidate for a non-surgical alternative called cryoablation.

Performed in the physician's office, cryoablation kills cancer cells with extreme cold. A liquid nitrogen gas-filled probe is placed inside the tumor, freezing and destroying it. The procedure typically takes under 15 minutes.

"For women over 65 and diagnosed with luminal A breast carcinoma with tumors less than 1.5 centimeters in diameter, cryoablation is a viable option," Dr. Kenler explained. "And unlike excision or mastectomy, there is little-to-no scarring or permanent disfigurement."

"Dr. Kenler kept his word," Kathleen said. "He and the staff were reassuring, and it was over before I knew it. I walked out with just a Band-Aid. It really is amazing."





Delivery Networks and Northeast Medical Group

Bridgeport Hospital

BRIDGEPORT HOSPITAL, founded in 1878, is a 383-bed urban teaching hospital, with 42 additional beds licensed to Yale-New Haven Children's Hospital. A member of YNHHS since 1996, Bridgeport Hospital is the site of the Connecticut Burn Center, Joel E. Smilow Heart Institute, Norma Pfriem Cancer Institute and Breast Center, Women's Care Center, Center for Wound Healing and Hyperbaric Medicine, and Ahlbin Centers for Rehabilitation Medicine.

2015 Bridgeport Hospital Highlights

Given a dedicated focus on keeping patients safe, Bridgeport Hospital made excellent progress in patient safety and clinical quality initiatives, achieving zero ventilator-associated pneumonia cases in the medical intensive care unit and reducing serious safety events. By involving employees in the hospital's activities and programming, Bridgeport Hospital ranked in the top decile nationally in employee engagement – recognizing the critical role that employees have in the patient experience. The hospital served 19,815 inpatients during the year and had 287,662 outpatient encounters. With total revenue of \$501.2 million, Bridgeport Hospital continued to add value to its patients and partners through improved patient care, managed costs and enhanced revenue. Highlights of the year at Bridgeport Hospital included:

PARK AVENUE MEDICAL CENTER Construction on a 120,000-square-foot medical office building at the Park Avenue Medical Center in Trumbull proceeded on schedule toward a spring 2016 opening. The facility will house outpatient surgery and gastroenterology suites, specialty physician offices, a Norma Pfriem Breast Center satellite office and a healing garden. Services already at this location include an antenatal testing center, laboratory

draw station, outpatient radiology, Yale-New Haven Children's Hospital specialty center, Smilow Cancer Hospital Care Center, physicians' offices and a 478-space parking garage.

BARIATRIC SURGERY PROGRAM Bridgeport Hospital started offering a bariatric surgery program in cooperation with some of the state's leading weight-loss surgeons from the Yale Bariatric and Minimally Invasive Surgery Program. Four fellowship-trained minimally invasive bariatric surgeons support the program. Patients are seen before surgery and for follow-up visits at 2000 Post Road, Fairfield.

STROKE CARE Recognized by the American Heart Association/American Stroke Association (AHA/ASA) for the quality of its stroke care and resuscitation measures for cardiac arrest patients, Bridgeport Hospital earned a Get with the Guidelines Stroke Gold Plus Quality Achievement Award after consistently meeting quality measures for stroke care. The hospital also made the AHA/ASA Target: Stroke Honor Roll, meeting measures to reduce the time between a patient's arrival at the hospital and treatment with the clot-buster tissue plasminogen activator (tPA).





Greenwich Hospital

GREENWICH HOSPITAL, founded in 1903, is a 206-bed community teaching hospital that has evolved as a progressive regional healthcare center, with 13,296 inpatient discharges and 287,300 outpatient encounters last year. The hospital offers a wide range of medical, surgical, diagnostic and wellness programs. Specialized services are offered at the Bendheim Cancer Center, Breast Center, Endoscopy Center, Leona M. and Harry B. Helmsley Ambulatory Medical Center, Richard R. Pivrotto Center for Healthy Living and the Greenwich Hospital Diagnostic Center in Stamford.

2015 Greenwich Hospital Highlights

Greenwich Hospital delivered high-quality, safe and cost-effective care to thousands of Connecticut and New York residents in 2015 through enhanced clinical programs, such as the Smilow Cancer Hospital's Greenwich Hospital campus where people from the region accounted for 59,494 cancer care visits. The implementation of best medical and nursing practices strengthened patient care practices and identified efficiencies that helped the hospital's financial performance, with total net revenue of \$373.4 million. Highlights of the year:

INSIGHT TELE-ICU The InSight Tele-ICU was implemented in the medical-surgical intensive care unit (MSICU), allowing a highly trained intensivist team

to remotely monitor patients at Greenwich Hospital, increasing patient safety and quality of care. The MSICU staff collaborates with the InSight Tele-ICU clinical center team, based at Yale-New Haven Hospital, which monitors the patient's vital signs, test results and conditions 24/7.

MATERNITY SERVICES Greenwich Hospital saw a 10 percent increase in maternity discharges this year and became the first in Connecticut to introduce "Kisses," a new security feature. A wristband for the mother has a special sensor that works in tandem with an ankle security band, called "Hugs," on the newborn. When the baby and mother are reunited after at least 30 minutes apart, the two bands connect wirelessly. If the mother and baby bands don't match, a series of beeps sounds to alert staff.

PATIENT SAFETY AND REDUCING FALLS The hospital reduced inpatient falls by 44 percent through implementation of the Fall Risk Monitor program in conjunction with other fall prevention initiatives. A surveillance monitoring system observes patients at risk for fall. A specially trained team monitors designated patients regularly.





Yale-New Haven Hospital

YALE-NEW HAVEN HOSPITAL, founded in 1826 as the first hospital in Connecticut, is a 1,541-bed acute and tertiary care hospital which also includes Yale-New Haven Children's Hospital, Yale-New Haven Psychiatric Hospital, Smilow Cancer Hospital and Grimes Center. With two inpatient campuses in New Haven, YNHH is the primary teaching hospital for Yale School of Medicine and a major tertiary care center for acutely ill or injured patients. YNHH discharged almost 78,500 inpatients and managed 1,282,539 outpatient encounters. YNHH was ranked nationally by *US News & World Report* in eight adult and five pediatric specialties this year.

2015 Yale-New Haven Hospital Highlights

Yale-New Haven Hospital, the flagship of Yale New Haven Health System, increased its focus on ensuring patient care safety and clinical quality in 2015, implementing a High Reliability Organization plan and reducing serious safety events by 12.8 percent. Bringing world-class cancer care closer to people who need it, the hospital extended the oncology services of Smilow Cancer Hospital into the Hartford and shoreline communities. Yale-New Haven Hospital continued to invest its resources in clinical programs and services to ensure that the people of Connecticut and beyond can take full advantage of what today's health care has to offer. This work is supported by the hospital's financial performance, with net revenue of \$2.4 billion in 2015. Key highlights of the year included:

CENTER FOR MUSCULOSKELETAL CARE The hospital's new Center for Musculoskeletal Care was part of a \$40 million refurbishment project on the

Saint Raphael Campus, including two new operating rooms for orthopedic and spine procedures designed with input from leading surgeons. Each includes a "wall of knowledge," with flat-screen monitors displaying diagnostic images and detailed patient information. The rooms also include other high-tech components designed to maximize quality and safety.

SMILOW CANCER HOSPITAL AT SAINT FRANCIS

YNHH partnered with Saint Francis Care to create integrated oncology services designed to better serve the greater Hartford community. Launched in June, the partnership gives Saint Francis patients enhanced access to groundbreaking clinical trials, broader screening and diagnostic tools, treatment options, expanded psychosocial support and enhanced pain management therapies.

REHABILITATION AND WELLNESS CENTER AT

MILFORD HOSPITAL In June, YNHH opened a Rehabilitation and Wellness Center at Milford Hospital to offer daily, individualized therapy for patients who need intensive, specialized rehabilitation after experiencing conditions such as stroke, neurological disorders, amputation of a lower extremity, hip fracture, major multiple trauma, spinal cord and brain injuries and various forms of arthritis. The 24-bed unit is staffed by YNHH physicians and rehabilitation nurses.

PEDIATRIC SPECIALTY CENTER Yale-New Haven Children's Hospital opened a new Pediatric Specialty Center at Old Saybrook Medical Center, providing access to families in Middlesex and New London counties. The center is one of seven throughout the region offering YNHCH's nationally recognized children's services in more than 35 pediatric medical and surgical subspecialties.

Northeast Medical Group

NORTHEAST MEDICAL GROUP (NEMG), established in 2010, is a System-wide, not-for-profit multispecialty medical group. NEMG includes physicians and advanced practice clinicians and hospital-employed physicians at Greenwich Hospital, Bridgeport Hospital and Yale-New Haven Hospital.

2015 Northeast Medical Group Highlights

NEMG community practices extend from Rye Brook, New York, to Gales Ferry, Connecticut. NEMG helps the health system better care for patients across the continuum – from hospitals to ambulatory care settings to home. NEMG supports physician practices through economies of scale, recruitment assistance, practice management, clinical quality tools and support for the delivery of integrated, high-quality care. NEMG posted net revenue of \$282 million in 2015. Key highlights:

NETWORK GROWTH NEMG expanded its physician and advanced practice clinician network by 10 percent in 2015, successfully recruiting 18 additional physicians and 13 advanced practice clinicians. With more than



1,600 employees across 112 sites, NEMG continued to assess and address the healthcare needs of the people and communities it serves. NEMG physicians conducted 814,201 patient visits during the year. Many physicians and advanced practice clinicians participated in early population health management planning through clinical integration activities designed to improve the quality, efficiency and coordination of healthcare services across inpatient, ambulatory and post-acute settings.

RECOGNITION AS AN ACCOUNTABLE CARE

ORGANIZATION NEMG was selected as one of 89 new Medicare Shared Savings Program Accountable Care Organizations (ACOs), providing high-quality, coordinated care to Medicare beneficiaries across the United States. ACOs which meet the standards for high quality care share with Medicare the savings generated. The Centers for Medicare and Medicaid Services showed that ACOs improved on 30 of the 33 quality measures in the first two years and demonstrated cost savings.

EXPANDED PATIENT-CENTERED MEDICAL HOME

RECOGNITION Ten NEMG practices achieved Level 3 Patient-Centered Medical Home (PCMH) recognition by the National Committee for Quality Assurance (NCQA), bringing the number of NEMG practices that are medical homes to 22. Level 3 is the highest level offered by NCQA. PCMHs help organize primary care, emphasizing care coordination and communication, to provide better access, communications and chronic disease management. The Connecticut Office of Healthcare Innovation also awarded NEMG a grant under the State Innovation Model Advanced Medical Home Vanguard pilot program to assist with PCMH development.





YNHHS

Departments and Services

As of September 30, 2015

BUDGETING helps the hospitals develop and monitor operating, cash and capital budgets.

BUSINESS DEVELOPMENT provides planning and support for new System and Delivery Network ventures and coordinates System ambulatory and population health-based strategies.

CENTER FOR HEALTHCARE SOLUTIONS coordinates YNHHS emergency preparedness activities, provides emergency preparedness leadership and business continuity planning. The Grant and Contracts Development arm helps departments identify grants, develop proposals, secure revenue and provide project financial and management services for YNHHS grant/contract related healthcare initiatives.

CHARGE CAPTURE/PRICE MASTER coordinates charge master reviews, charge capture and pricing strategies, and Medicaid and Medicare reimbursements.

CLINICAL INTEGRATION AND POPULATION HEALTH coordinates clinical integration efforts across YNHHS, including the management and development of care coordination services for patient populations in value-based contracts.

CORPORATE COMPLIANCE ensures a consistent approach toward ethical issues and values, compliance with external regulatory organizations and ethical employee behavior through the YNHHS Code of Conduct.

CORPORATE FACILITIES provides coordination and support to all Delivery Network campuses for the design, construction, renovation and operation of all System buildings, and is responsible for all off-site real estate functions including leasing and management of off-site locations.

CORPORATE FINANCE provides financial reporting, accounting, accounts payable, tax filing services and payroll for the Health Services Corporation and Bridgeport, Greenwich and Yale-New Haven hospitals.

CORPORATE HUMAN RESOURCES INFORMATION SERVICES provides assistance for Lawson manager self-service, employee self-service, tuition reimbursement, human resources database and human resources information technology.

CORPORATE PHARMACY SERVICES manages and coordinates pharmacy services across the System, including operational standardization, clinical services and pharmacist practice model, formulary standardization, pharmaceutical procurement and contracting and medication safety and quality improvements for inpatient and ambulatory patients and network affiliates.

CORPORATE SUPPLY CHAIN MANAGEMENT develops strategy and services related to non-labor contract management and negotiations, clinical value analysis, procurement operations, supply chain analytics, materials management/logistics operations and leadership of the cost and value positioning non-labor initiative.

DATA ANALYTICS maintains an integrated clinical, financial and operational information system to help managers understand and evaluate resource utilization in a timely and accurate manner.

FINANCIAL PLANNING helps evaluate resource requests, allocates resources, monitors budgeted versus actual resources and implements corrective action plans.

GOVERNMENT AFFAIRS AND COMMUNITY RELATIONS monitors health legislation at state and federal levels, serves as liaison to elected officials to help them better understand the challenges facing healthcare providers and develops relations with community agencies and stakeholders.

HUMAN RESOURCES provides human resource, employee relations, recruitment and human resource information to the Health Services Corporation and Northeast Medical Group.

HUMAN RESOURCES COMPENSATION AND BENEFITS provides information, background and monitors the standardization of compensation and benefits programs.

INFORMATION TECHNOLOGY SERVICES maintains technology infrastructure, clinical applications, business applications and support to serve the needs of patients, physicians and staff.

INSTITUTE FOR EXCELLENCE provides System-wide coaching, training and education programs in performance improvement, change management, leadership development, teambuilding and e-learning.

INTERNAL CONSULTING GROUP conducts projects that span strategy to execution. Capabilities include project management, data research and analysis, and process management by delivering value, reducing costs, and improving quality and safety through human resources, labor, non-labor and clinical redesign activity.

LABORATORY MEDICINE encompasses laboratory services pertaining to the diagnosis, treatment and prevention of disease, including microbiology, chemistry, transfusion services, hematology, immunology, molecular diagnostics, virology and surgical pathology. The department also manages blood draw stations located throughout southern Connecticut.

LEGAL SERVICES provides and coordinates legal and certain risk management services for YNHHS and its affiliates.

MANAGED CARE develops managed care payer strategies, negotiates provider agreements with payers and provides ongoing contract implementation and management support.

MARKETING AND COMMUNICATIONS manages internal and external communications, including media relations, advertising, marketing and digital/social media properties. The department also oversees the System's physician referral service and coordinates registration for its community health events.

PAYROLL coordinates the management of payroll functions for all System organizations.

PLANNING (REGULATORY) oversees the Certificate of Need process and completes surveys for all System organizations, and supports new technology development.

PLANNING (STRATEGY) provides service area data and analysis, identifies and assesses the impact of market and industry changes and emerging trends to manage the business and strategic planning process; supports service line development; develops community health needs assessment and improvement plans.

QUALITY AND PERFORMANCE MANAGEMENT supports managers and clinical leaders in improving performance in both clinical and non-clinical areas, measures and monitors patient safety and clinical quality, and develops and maintains electronic dashboards and scorecards to monitor clinical, operating and financial measures.

REIMBURSEMENT coordinates regulatory financial filings to state and federal agencies and governmental cost report reimbursement settlements, pursues government reimbursement appeals, and works with net revenue assumptions for compliance, budgeting, and financial reporting.

SIMULATION CENTER provides simulation-enhanced, experiential learning opportunities to the Yale New Haven Health System community.

SYSTEM BUSINESS OFFICE handles patient billing and account follow-up, patient admitting and registration, financial assistance administration, collection and account recovery, accounts receivable, medical records and coding, credit balances and partial pay account.

TREASURY provides investment, debt, banking and insurance advice to the System organizations.

WORKERS COMPENSATION coordinates a network of workers compensation specialists accessible to employees of the System organizations.

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Bridgeport Hospital | Greenwich Hospital | Yale-New Haven Hospital | Northeast Medical Group

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.

MISSION

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

VALUES

Integrity *Doing the right thing*

Patient-Centered *Putting patients and families first*

Respect *Valuing all people*

Accountability *Being responsible and taking action*

Compassion *Being empathetic*

Yale New Haven Health

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