

Innovation.
Excellence.
Service.

FISCAL YEAR 2019

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

Message from the Chief Executive Officer

Yale New Haven Health is Connecticut's premier health system focused on delivering greater value to each individual we are privileged to serve through excellence, continuous innovation, process improvement and community engagement. Our care signature ensures that while each person is unique, with different health concerns and needs, the experience they have will look and feel right, each and every time.

We accomplish this by demonstrably improving the quality and safety of the care we provide, enhancing the patient and family experience and ensuring that our care is cost-effective and accessible for our patients. We also make real, measurable investments in our communities to support better health through education, safe housing, and access to healthier foods.

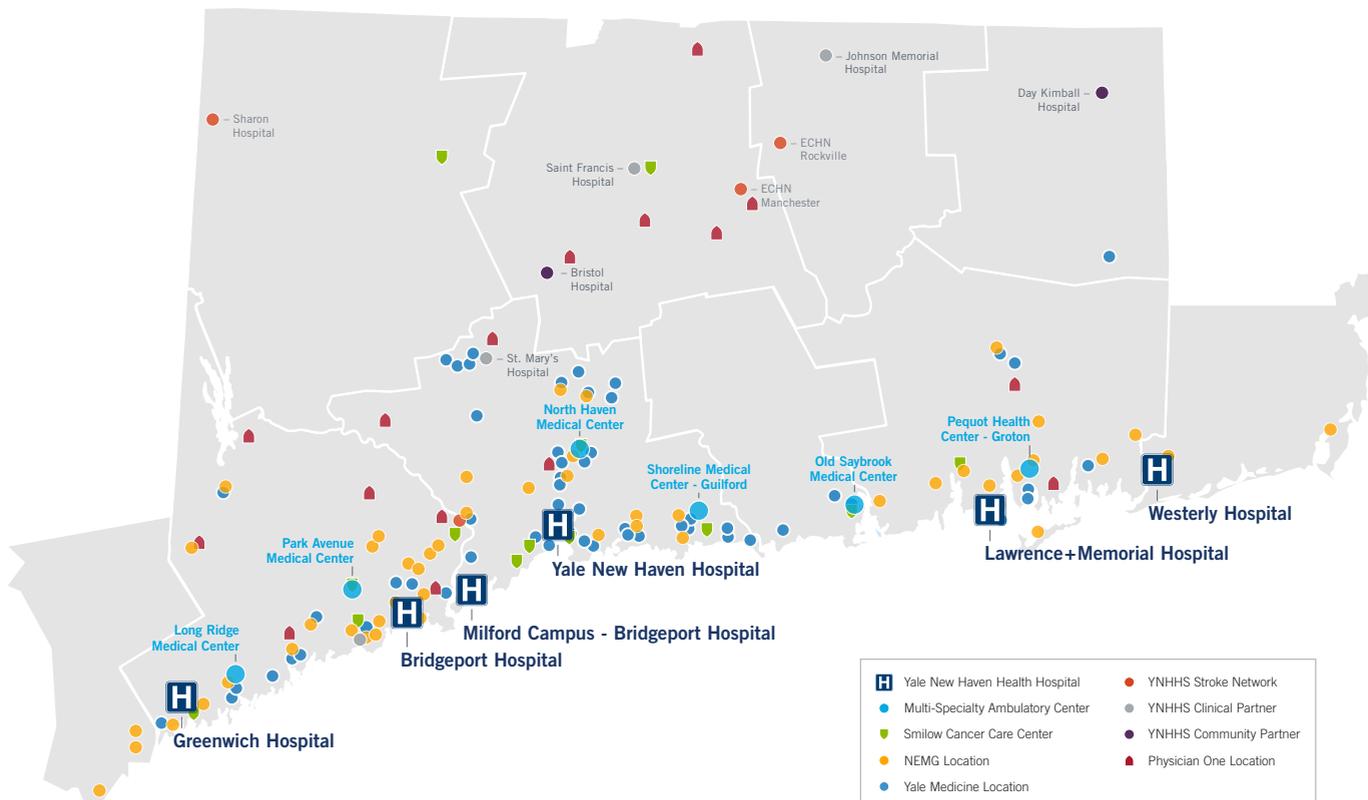
Our patients' expectations are our expectations. Everything we do is designed to advance clinical care and safety for every person who comes through our doors.



A handwritten signature in black ink that reads "Marna P. Borgstrom" with a horizontal line extending to the right.

Marna P. Borgstrom
Chief Executive Officer

This is Yale New Haven Health



We are a nonprofit health system that includes five acute-care hospitals, a multispecialty medical group and dozens of outpatient locations stretching from Westchester County, New York, to Westerly, Rhode Island.

Yale New Haven Hospital

Is the flagship hospital of Yale New Haven Health. Renowned for programs in cancer, heart and vascular, pediatrics, psychiatry and transplantation, YNH is the largest acute-care provider in southern Connecticut and one of the Northeast's major referral centers. YNH is the primary teaching hospital for Yale School of Medicine.

Bridgeport Hospital

Serves patients at its Bridgeport and Milford campuses. It is home to the only burn center in Connecticut, and features the second inpatient campus of Yale New Haven Children's Hospital. It features specialized services in cancer, geriatrics, neurology and neurosurgery and cardiac care.

Greenwich Hospital

Is a national leader in patient satisfaction and service excellence, with programs dedicated to women's health, children's services, cancer and orthopedics.

Lawrence + Memorial Hospital

Includes southeastern Connecticut's only newborn intensive care unit, a wound and hyperbaric center and an acute rehabilitation unit. The Smilow Cancer Hospital Care Center in Waterford, Connecticut, provides medical oncology services, gynecologic oncology and radiation oncology.

Westerly Hospital

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

Northeast Medical Group

Is a multispecialty medical foundation of more than 1,000 medical professionals and 2,000 employees across 100 sites from Rye Brook, New York, to Gales Ferry, Connecticut.

Our Mission

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

Financial Performance

\$6.5 billion

Total Assets

\$5.0 billion

Net Revenue

4.6%

Operating Margin



Patient Volume



Inpatient Visits

123,438

Outpatient Encounters

2.6 million

Across the Health System

27,247

Employees

6,082

Individual Medical Staff



Community Contributions

\$692.5 million

Financial and in kind contributions



Moving Medicine Forward

Integrated, Patient-Focused Care

Patients and families are the core of a healthcare team that taps into the best and brightest medical minds today. Together, we focus on preventive medicine, immediate treatment and chronic disease management with one goal in mind: healthy outcomes for all.

As a High Reliability Organization, we continue to make our care and environment safer by reducing hospital acquired infections, serious safety events and inpatient readmissions.

Our innovative Capacity Coordination Center acts as a clinical hub using real time data and predictive analytics to enhance coordination, safety, timeliness and efficiency in patient care.

YNHHS' Opioid Stewardship Initiative continues to reduce prescription of opioids by re engineering how prescribers, nurses and pharmacists address patients' pain.

Innovative Medicine

Keeping the patient at the center of everything we do, we make it easier for people to access the latest medical treatments, advanced research and innovations.

The precision health initiative uses genome sequencing to develop personalized treatments for adults, children and infants with cancer and genetic disorders. The health system collaborates with the Yale Center for Genomic Health on one of the largest DNA sequencing projects of its kind, the "Generations Project.

Yale New Haven Transplantation Center specializes in heart, kidney and liver transplants. Yale New Haven Hospital has performed over 400 heart transplants since 1984. Yale New Haven Children's Hospital is the first in Connecticut certified in pediatric heart transplantation.

The Connecticut Burn Center at Bridgeport Hospital is the first in the state to use Regenerative Epidermal Suspension and the RECELL Autologous Cell Harvesting Device for skin grafting.

The Center for Healthcare Innovation harnesses Yale New Haven Health's clinical care and Yale University's leading research to transform health care.

A clinical alliance with Trinity Health of New England advances patient care into high impact services such as the neurosciences and solid organ transplant.

Care Closer to Home

Our patients have access to hundreds of dedicated primary care physicians and specialists in Northeast Medical Group and Yale Medicine. Our clinical relationships with multiple hospitals and outpatient locations ensure people can get the care they need, when they need it.

Keeping high quality care local, Milford Hospital became a fully integrated campus of Bridgeport Hospital, a Yale New Haven Health member.

Smilow Cancer Hospital Care Centers offer state of the art services at 15 convenient locations throughout the region and the flagship Smilow Cancer Hospital in New Haven. Our newest locations are at Westerly Hospital in Rhode Island and in Waterford, Connecticut.

Multispecialty Centers bring primary and specialty care for adults and children to communities in North Haven, New London, Trumbull and Westport, Connecticut, and Rye Brook, New York.

Pediatric Specialty Centers provide access to nationally ranked specialties and expert providers in Greenwich, Norwalk, Old Saybrook, Trumbull and New Haven.

Making a Difference

Our vision is to build a brighter, healthier future for everyone through community-based programs. It's part of our mission to create healthier communities – because we're part of the community too.

Economic Impact

Our contributions to the community extend far beyond great health care. Yale New Haven Health is an economic cornerstone in the community. We invest in our communities, and our work fosters economic growth across the state.

\$8.9 billion

Direct economic impact on the community



\$2.2 billion

The impact of employee spending on housing, food, transportation, utilities



32,071

Additional local jobs



Note: This analysis is based on the statewide multipliers from the Regional Input-Output Modeling System (RIMS II), developed by the Bureau of Economic Analysis of the U.S. Department of Commerce. It uses data from the hospital health system FY 2018 audited financial statements.

Awards and Recognition



U.S. News & World Report

Connecticut's #1 hospital, Yale New Haven Hospital ranked among the top 20 hospitals in the nation by *U.S. News & World Report*, and was named to the national Honor Roll with top rankings in 12 of 16 specialties.

U.S. News & World Report named Yale New Haven Children's Hospital the top ranked children's hospital in Connecticut and among the best children's hospitals in the country for nine out of 10 pediatric specialties.

Campaign for Human Rights



All five Yale New Haven Health hospitals are designated LGBTQ Healthcare Equality Leaders by the Human Rights Campaign Foundation in the 12th edition of the Healthcare Equity Index.

National and Regional Accolades

Yale New Haven Hospital is the only hospital in Connecticut awarded accreditation by the American Society for Radiation Oncology Accreditation Program for Excellence for five Smilow Cancer Hospital sites that offer radiation oncology. Accreditation ensures patients receive the highest safety and quality care standards in the industry.

Bridgeport Hospital is the first hospital in the state to earn Geriatric Emergency Department Accreditation from the American College of Emergency Physicians, recognizing highest standards of care for older adults.

Greenwich Hospital received Press Ganey's Pinnacle of Excellence Award in Patient Experience and the 2019 Guardian of Excellence Award in Patient Experience in the Emergency Department.

Additional Honors

Magnet – Yale New Haven and Greenwich hospitals earned Magnet status from the American Nurses Credentialing Center, recognizing nursing excellence.

Best Medical School – Yale New Haven Health is affiliated with Yale School of Medicine, ranked among the top 15 medical schools in the country by *U.S. News & World Report*.

Top Docs – 395 Yale New Haven Health physicians included in *Connecticut Magazine's* Top Doctors issue.

A Vision for the Future

Neurosciences Center



The Neurosciences Center, a 505,000-square-foot facility on Yale New Haven Hospital's Saint Raphael Campus, will provide innovative care from movement disorders to neuro-regeneration, supported by research, education and exceptional patient care. The \$838 million construction project is the largest of its kind in the state's history, contributing hundreds of new construction and permanent jobs to the region.

Digestive Health



Recognizing the prevalence of lifelong digestive issues and the benefits of early detection and treatment, Yale New Haven Health launched a digestive health service line. Patients will receive diagnostic, medical and surgical care, nutrition, counseling, physical therapy, pharmacy and other services through digestive health centers in New Haven, lower Fairfield County and central Connecticut.

Emergency Medicine



To provide the New London region with up-to-date, accessible care, Lawrence + Memorial Hospital launched a master facility planning process for the hospital and developed a major renovation and expansion plan for the Emergency Department.

Advanced Geriatric Services



The integration of Milford Hospital into Bridgeport Hospital as a second campus enhanced the hospital's plan to create a vibrant, state-of-the-art community hospital and center for gerontologic health. The center will care for an aging population based upon the patient's goals, preferences and values.

Westerly Hospital developed a new 18-bed Geriatric Psychiatry Unit, bringing this service to the region for the first time. The unit provides acute care to geriatric patients diagnosed with psychiatric symptoms, often in the context of co-occurring medical disorders requiring assessment and treatment.

Clinical and Ambulatory Centers



A growing number of ambulatory care locations throughout Connecticut, southern Rhode Island and Westchester County, New York, provide a range of services including adult and pediatric specialty care, various surgical procedures, laboratory and imaging services and comprehensive cancer treatment.

Greenwich Hospital, with Yale New Haven Health, is investing \$160 million to expand clinical services and ambulatory centers in lower Fairfield and Westchester counties to create a regional center where patients can access academic-level care through Yale Medicine physicians. Programs include heart and vascular, oncology, neurosciences and orthopedics with expanded primary care through Northeast Medical Group.

2019 Yale New Haven Health System Profile

	Yale New Haven Hospital	Bridgeport Hospital	Greenwich Hospital	Lawrence + Memorial Hospital	Westerly Hospital	Northeast Medical Group	Total YNHHS
Total Licensed Beds ¹	1,541	501	206	308	125	n/a	2,681
Inpatient Discharges	73,044	21,219	12,735	13,660	2,780	n/a	123,438
Outpatient Encounters	1.5M	341,878	277,357	314,564	105,815	n/a	2.6M
Total Assets ²	\$4.4B	\$754.1M	\$714.0M	\$484.6M	\$94.1M	\$73.2M	\$6.5B
Net Revenue	\$3.0B	\$623.9M	\$412.7M	\$395.3M	\$73.2M	\$468.7M	\$5.0B
Medical Staff ³	4,136	1,522	843	699	263	1,048	6,082
Employees ⁴	17,061	3,306	1,725	2,343	693	2,117	27,247

¹ Licensed bed number includes bassinets.

² Includes Yale New Haven Health Services Corporation assets in the Yale New Haven Hospital column.

³ 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.

⁴ Employees represent counts and not FTEs. System Total includes Health Services Corporation employees; Lawrence + Memorial includes VNASCT employees.