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.
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 increasing the value our care has for our communities. 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.

Marna P. Borgstrom
Chief Executive Officer
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.

Lawrence + Memorial Hospital

We are the flagship hospital of Yale New Haven Health. Renowned for oncology and transplantation, YNHH is the largest acute-care provider in southern Connecticut and one of the Northeast's major referral units. The Smilow Cancer Hospital Care Center in Waterford, Connecticut, provides medical oncology services, gynecologic care, oncology and radiation oncology.

New Haven Hospital

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.

Bridgeport Hospital

The Connecticut Burn Center at Bridgeport Hospital is the first in the state to use Regenerative Medicine to treat burn injuries. It is one of only a few facilities in the country to be designated a Burn Center by the American Burn Association. Bridgeport Hospital is also home to Connecticut’s first and only Level I Trauma Center.

Saint Francis – Bristol Hospital

Saint Francis – Bristol Hospital is one of the Northeast’s largest cancer treatment centers. Focused on outpatient and inpatient oncology, the Saint Francis Cancer Center offers state-of-the-art services at 15 convenient locations throughout Connecticut.

Westerly Hospital

YNHHS’ Opioid Stewardship Initiative continues to reduce prescription of opioids by one million doses since 2017. 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 campus, will provide innovative care from movement disorders requiring assessment and treatment.

This is Yale New Haven Health
Innovation.

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.

Message from the Chief Executive Officer

Marna P. Borgstrom
Chief Executive Officer

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

Excellence.

Service.

Our Mission

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

<table>
<thead>
<tr>
<th>Financial Performance</th>
<th>Patient Volume</th>
</tr>
</thead>
<tbody>
<tr>
<td>$6.5 billion</td>
<td>$6.5 billion</td>
</tr>
<tr>
<td>$5.0 billion</td>
<td>$5.0 billion</td>
</tr>
<tr>
<td>4.6%</td>
<td>4.6%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Financial Performance</th>
<th>Patient Volume</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Income</td>
<td>123,438</td>
</tr>
<tr>
<td>Operating Margin</td>
<td>2.6 million</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Community Contributions</th>
<th>Financial Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>$692.5 million</td>
<td>$692.5 million</td>
</tr>
</tbody>
</table>

Across the Health System

<table>
<thead>
<tr>
<th>Employees</th>
<th>Individual Medical Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>27,247</td>
<td>6,082</td>
</tr>
</tbody>
</table>

Financial and in kind contributions
Moving Medicine Forward

Connecticut Heart, Vascular and Pulmonary Institute

The Connecticut Heart, Vascular and Pulmonary Institute is focused on improving the delivery of comprehensive heart and lung care to patients through unique partnerships and research opportunities. The Institute is comprised of dedicated and experienced teams who provide medical, surgical and interventional care to adults and children.

The Institute’s services include a multidisciplinary approach to treating heart and lung conditions such as congenital heart disease, heart failure, arrhythmias, pulmonary hypertension and sleep disorders. The Institute also offers state-of-the-art procedures such as transcatheter aortic valve replacement, mitral valve repair and transapical aortic valve implantation.

Innovative Medicine

Keeping the patient at the center of everything we do, we make it easier for people to access the right medical services, when they need it and in their own community.

Our mission is to create a brighter, healthier Connecticut, one community at a time. Through our close collaboration with multiple hospitals and health systems, we offer a range of services that meet the needs of our patients.

Our clinical relationships with multiple hospitals and health systems ensure people can get the care they need, when they need it. From heart and lung care to oncology services, gynecologic anticoagulation clinic and cardiac pulmonary rehabilitation, we provide a range of services throughout the region.

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

Our patients have access to hundreds of dedicated primary care physicians and specialists in our network, and qualified nurses and support staff.

Innovative Medicine

Keeping the patient at the center of everything we do, we make it easier for people to access the right medical services, when they need it and in their own community.

Our mission is to create a brighter, healthier Connecticut, one community at a time. Through our close collaboration with multiple hospitals and health systems, we offer a range of services that meet the needs of our patients.

Our clinical relationships with multiple hospitals and health systems ensure people can get the care they need, when they need it. From heart and lung care to oncology services, gynecologic anticoagulation clinic and cardiac pulmonary rehabilitation, we provide a range of services throughout the region.

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

Our patients have access to hundreds of dedicated primary care physicians and specialists in our network, and qualified nurses and support staff.

Innovative Medicine

Keeping the patient at the center of everything we do, we make it easier for people to access the right medical services, when they need it and in their own community.

Our mission is to create a brighter, healthier Connecticut, one community at a time. Through our close collaboration with multiple hospitals and health systems, we offer a range of services that meet the needs of our patients.

Our clinical relationships with multiple hospitals and health systems ensure people can get the care they need, when they need it. From heart and lung care to oncology services, gynecologic anticoagulation clinic and cardiac pulmonary rehabilitation, we provide a range of services throughout the region.

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

Our patients have access to hundreds of dedicated primary care physicians and specialists in our network, and qualified nurses and support staff.

Innovative Medicine

Keeping the patient at the center of everything we do, we make it easier for people to access the right medical services, when they need it and in their own community.

Our mission is to create a brighter, healthier Connecticut, one community at a time. Through our close collaboration with multiple hospitals and health systems, we offer a range of services that meet the needs of our patients.

Our clinical relationships with multiple hospitals and health systems ensure people can get the care they need, when they need it. From heart and lung care to oncology services, gynecologic anticoagulation clinic and cardiac pulmonary rehabilitation, we provide a range of services throughout the region.

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

Our patients have access to hundreds of dedicated primary care physicians and specialists in our network, and qualified nurses and support staff.

Innovative Medicine

Keeping the patient at the center of everything we do, we make it easier for people to access the right medical services, when they need it and in their own community.

Our mission is to create a brighter, healthier Connecticut, one community at a time. Through our close collaboration with multiple hospitals and health systems, we offer a range of services that meet the needs of our patients.

Our clinical relationships with multiple hospitals and health systems ensure people can get the care they need, when they need it. From heart and lung care to oncology services, gynecologic anticoagulation clinic and cardiac pulmonary rehabilitation, we provide a range of services throughout the region.

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

Our patients have access to hundreds of dedicated primary care physicians and specialists in our network, and qualified nurses and support staff.

Innovative Medicine

Keeping the patient at the center of everything we do, we make it easier for people to access the right medical services, when they need it and in their own community.

Our mission is to create a brighter, healthier Connecticut, one community at a time. Through our close collaboration with multiple hospitals and health systems, we offer a range of services that meet the needs of our patients.

Our clinical relationships with multiple hospitals and health systems ensure people can get the care they need, when they need it. From heart and lung care to oncology services, gynecologic anticoagulation clinic and cardiac pulmonary rehabilitation, we provide a range of services throughout the region.

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

Our patients have access to hundreds of dedicated primary care physicians and specialists in our network, and qualified nurses and support staff.

Innovative Medicine

Keeping the patient at the center of everything we do, we make it easier for people to access the right medical services, when they need it and in their own community.

Our mission is to create a brighter, healthier Connecticut, one community at a time. Through our close collaboration with multiple hospitals and health systems, we offer a range of services that meet the needs of our patients.

Our clinical relationships with multiple hospitals and health systems ensure people can get the care they need, when they need it. From heart and lung care to oncology services, gynecologic anticoagulation clinic and cardiac pulmonary rehabilitation, we provide a range of services throughout the region.

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

Our patients have access to hundreds of dedicated primary care physicians and specialists in our network, and qualified nurses and support staff.

Innovative Medicine

Keeping the patient at the center of everything we do, we make it easier for people to access the right medical services, when they need it and in their own community.

Our mission is to create a brighter, healthier Connecticut, one community at a time. Through our close collaboration with multiple hospitals and health systems, we offer a range of services that meet the needs of our patients.

Our clinical relationships with multiple hospitals and health systems ensure people can get the care they need, when they need it. From heart and lung care to oncology services, gynecologic anticoagulation clinic and cardiac pulmonary rehabilitation, we provide a range of services throughout the region.

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

Our patients have access to hundreds of dedicated primary care physicians and specialists in our network, and qualified nurses and support staff.

Innovative Medicine

Keeping the patient at the center of everything we do, we make it easier for people to access the right medical services, when they need it and in their own community.

Our mission is to create a brighter, healthier Connecticut, one community at a time. Through our close collaboration with multiple hospitals and health systems, we offer a range of services that meet the needs of our patients.

Our clinical relationships with multiple hospitals and health systems ensure people can get the care they need, when they need it. From heart and lung care to oncology services, gynecologic anticoagulation clinic and cardiac pulmonary rehabilitation, we provide a range of services throughout the region.

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

Our patients have access to hundreds of dedicated primary care physicians and specialists in our network, and qualified nurses and support staff.

Innovative Medicine

Keeping the patient at the center of everything we do, we make it easier for people to access the right medical services, when they need it and in their own community.

Our mission is to create a brighter, healthier Connecticut, one community at a time. Through our close collaboration with multiple hospitals and health systems, we offer a range of services that meet the needs of our patients.

Our clinical relationships with multiple hospitals and health systems ensure people can get the care they need, when they need it. From heart and lung care to oncology services, gynecologic anticoagulation clinic and cardiac pulmonary rehabilitation, we provide a range of services throughout the region.

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

Our patients have access to hundreds of dedicated primary care physicians and specialists in our network, and qualified nurses and support staff.

Innovative Medicine

Keeping the patient at the center of everything we do, we make it easier for people to access the right medical services, when they need it and in their own community.

Our mission is to create a brighter, healthier Connecticut, one community at a time. Through our close collaboration with multiple hospitals and health systems, we offer a range of services that meet the needs of our patients.

Our clinical relationships with multiple hospitals and health systems ensure people can get the care they need, when they need it. From heart and lung care to oncology services, gynecologic anticoagulation clinic and cardiac pulmonary rehabilitation, we provide a range of services throughout the region.

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

Our patients have access to hundreds of dedicated primary care physicians and specialists in our network, and qualified nurses and support staff.
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 reach beyond great health care services. Yale New Haven Health is an economic engine for southern Connecticut, providing $8.9 billion in economic impact in the community.

Innovative Medicine
YNHHS’ Opioid Stewardship Initiative continues to reduce prescription of opioids by nearly 3%. The precision health initiative uses genome sequencing to develop personalized treatments for patients.

Integrated, Patient-Focused Care
As a High Reliability Organization, we continue to make our care and environment safer by re-engineering how prescribers, nurses and pharmacists address patients’ pain.

Making a Difference
Our contributions to the community reach beyond great health care services. Yale New Haven Health is an economic engine for southern Connecticut, providing $8.9 billion in economic impact in the community.

A Vision for the Future
The integration of Milford Hospital into Bridgeport Hospital and developed a major renovation and expansion plan for the department. The Hospital and developed a major renovation and expansion plan for the department.

Digestive Health
Yale New Haven Health launched a digestive health service line. Patients will receive diagnostic, medical and surgical care, nutrition, counseling, physical therapy, advanced radiology and other related services.

Employees 4
System Total includes Health Services Corporation employees; Lawrence + Memorial includes VNASCT employees.

Net Revenue 32,071

Inpatient Discharges 4,136
Total Licensed Beds 1,522
Outpatient Visits 843
Emergency Department 699
Inpatient Stays 263
Operating Room 1,048
Operating Room Cases 6,082

Anchored in New Haven, lower Fairfield County and central Connecticut, the health system collaborates with a host of academic, community and health-focused organizations to shape a healthier community – because we’re part of the community too.

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 reach beyond great health care services. Yale New Haven Health is an economic engine for southern Connecticut, providing $8.9 billion in economic impact in the community.

Innovative Medicine
YNHHS’ Opioid Stewardship Initiative continues to reduce prescription of opioids by nearly 3%. The precision health initiative uses genome sequencing to develop personalized treatments for patients.

Integrated, Patient-Focused Care
As a High Reliability Organization, we continue to make our care and environment safer by re-engineering how prescribers, nurses and pharmacists address patients’ pain.

Making a Difference
Our contributions to the community reach beyond great health care services. Yale New Haven Health is an economic engine for southern Connecticut, providing $8.9 billion in economic impact in the community.

A Vision for the Future
The integration of Milford Hospital into Bridgeport Hospital and developed a major renovation and expansion plan for the department. The Hospital and developed a major renovation and expansion plan for the department.

Digestive Health
Yale New Haven Health launched a digestive health service line. Patients will receive diagnostic, medical and surgical care, nutrition, counseling, physical therapy, advanced radiology and other related services.

Employees 4
System Total includes Health Services Corporation employees; Lawrence + Memorial includes VNASCT employees.

Net Revenue 32,071

Inpatient Discharges 4,136
Total Licensed Beds 1,522
Outpatient Visits 843
Emergency Department 699
Inpatient Stays 263
Operating Room 1,048
Operating Room Cases 6,082

Anchored in New Haven, lower Fairfield County and central Connecticut, the health system collaborates with a host of academic, community and health-focused organizations to shape a healthier community – because we’re part of the community too.

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 reach beyond great health care services. Yale New Haven Health is an economic engine for southern Connecticut, providing $8.9 billion in economic impact in the community.

Innovative Medicine
YNHHS’ Opioid Stewardship Initiative continues to reduce prescription of opioids by nearly 3%. The precision health initiative uses genome sequencing to develop personalized treatments for patients.

Integrated, Patient-Focused Care
As a High Reliability Organization, we continue to make our care and environment safer by re-engineering how prescribers, nurses and pharmacists address patients’ pain.

Making a Difference
Our contributions to the community reach beyond great health care services. Yale New Haven Health is an economic engine for southern Connecticut, providing $8.9 billion in economic impact in the community.

A Vision for the Future
The integration of Milford Hospital into Bridgeport Hospital and developed a major renovation and expansion plan for the department. The Hospital and developed a major renovation and expansion plan for the department.

Digestive Health
Yale New Haven Health launched a digestive health service line. Patients will receive diagnostic, medical and surgical care, nutrition, counseling, physical therapy, advanced radiology and other related services.

Employees 4
System Total includes Health Services Corporation employees; Lawrence + Memorial includes VNASCT employees.

Net Revenue 32,071

Inpatient Discharges 4,136
Total Licensed Beds 1,522
Outpatient Visits 843
Emergency Department 699
Inpatient Stays 263
Operating Room 1,048
Operating Room Cases 6,082

Anchored in New Haven, lower Fairfield County and central Connecticut, the health system collaborates with a host of academic, community and health-focused organizations to shape a healthier community – because we’re part of the community too.
This is Yale New Haven Health, located in Connecticut and New York, to Westerly, Rhode Island. It is a national leader in patient satisfaction and service excellence, with programs in cancer, heart and vascular, pediatrics, psychiatry, and women's health. YNHH is the primary teaching hospital for Yale School of Medicine, with programs dedicated to women's health, children's services, and oncology and radiation oncology.

Bridgeport Hospital: Located in Bridgeport, Connecticut,ontinued

Greenwich Hospital: Located in Greenwich, Connecticut, continuing

Westerly Hospital: Located in Westerly, Rhode Island, continuing

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. Moynihan is one of the largest full-service hospitals in the state, offering a wide range of medical services and facilities.

A Vision for the Future

The integration of Milford Hospital into Bridgeport Hospital as a second campus enhanced the hospital's ability to create a strong, state-of-the-art community hospital to the region. This hospital is the only hospital in Connecticut that is managed and operated by a nonprofit hospital system.

Clinical and Ambulatory Centers: A growing number of ambulatory care facilities

The Neurosciences Center, a 505,000-square-foot facility located on the New Haven Hospital campus, offers a comprehensive range of neurologic services, including diagnostic, medical, and surgical care, nutrition, counseling, physical therapy, and occupational therapy. Patients will receive diagnostic, medical, and surgical care through Northeast Medical Group.

Launching New Location: The integration of Milford Hospital into Bridgeport Hospital as a second campus enhanced the hospital's ability to create a strong, state-of-the-art community hospital to the region. This hospital is the only hospital in Connecticut that is managed and operated by a nonprofit hospital system.

Clinical and Ambulatory Centers: A growing number of ambulatory care facilities

Yale New Haven and Greenwich hospitals earned Magnet status from the American Nurses Credentialing Center, recognizing highest standards of care for older adults. The integration of Milford Hospital into Bridgeport Hospital as a second campus enhanced the hospital's ability to create a strong, state-of-the-art community hospital to the region. This hospital is the only hospital in Connecticut that is managed and operated by a nonprofit hospital system.

Clinical and Ambulatory Centers: A growing number of ambulatory care facilities

The Neurosciences Center, a 505,000-square-foot facility located on the New Haven Hospital campus, offers a comprehensive range of neurologic services, including diagnostic, medical, and surgical care, nutrition, counseling, physical therapy, and occupational therapy. Patients will receive diagnostic, medical, and surgical care through Northeast Medical Group.

Launching New Location: The integration of Milford Hospital into Bridgeport Hospital as a second campus enhanced the hospital's ability to create a strong, state-of-the-art community hospital to the region. This hospital is the only hospital in Connecticut that is managed and operated by a nonprofit hospital system.

Clinical and Ambulatory Centers: A growing number of ambulatory care facilities

Yale New Haven and Greenwich hospitals earned Magnet status from the American Nurses Credentialing Center, recognizing highest standards of care for older adults. The integration of Milford Hospital into Bridgeport Hospital as a second campus enhanced the hospital's ability to create a strong, state-of-the-art community hospital to the region. This hospital is the only hospital in Connecticut that is managed and operated by a nonprofit hospital system.