

# Yale New Haven Hospital

Annual Report | 2018



Jerushia, YNHHS Comeback Kid

Yale  
NewHaven  
**Health**  
Yale New Haven  
Hospital

## Leadership Message



Throughout the challenges and successes of 2018, Yale New Haven Hospital remained consistent and committed to caring for and providing the best value for our patients. Together, we enhanced safety and quality, worked to improve the patient experience, and took steps to reduce the overall cost of care.

Dear Friends and Colleagues,

The year 2018 brought with it substantial demands, a turbulent economy and increasing pressure to meet the arduous challenges of the healthcare industry. The year also brought us numerous successes, outstanding and notable achievements and a renewed commitment to continue to enrich our infrastructure and enhance our standards for providing exceptional patient care.

Throughout the challenges and successes of 2018, Yale New Haven Hospital remained consistent and committed to caring for and providing the best value for our patients. Together, we enhanced safety and quality, worked to improve the patient experience, and took steps to reduce the overall cost of care.

The year 2018 was the safest in the Hospital's history with fewer serious safety events than ever before. This was due, in large part, to our commitment to the continuous pursuit of being a High Reliability Organization.

The year was also the busiest year in our history - we saw an increase in patient days and demand for Hospital services increased, largely driven by complex referral volume and strategic growth in selected services. Because of an increased focus on delivering patient care in ambulatory and outpatient settings, outpatient visits were higher than the previous year and inpatient volume also increased slightly. Increased patient days also set new records.

YNHH continued to treat many of the region's sickest patients and transfers of acute patients to YNHH from other healthcare organizations the highest ever in 2018. Approximately 7,726 patients were admitted through the Y Access program – 5 percent higher than last year, and transfers via SkyHealth increased by 37 percent.

Other notable achievements included the launch of the Capacity Coordination Center, opening of the McGivney Surgical Center and creation of the most innovative Neonatal Intensive Care Unit in the country.

Our Hospital also earned much recognition in 2018 as an employer and provider. Among many accolades was the prestigious Foster McGaw award for community service.

Our achievements throughout 2018 would not have been possible without the commitment and contributions of our physicians, employees and volunteers. The guidance of our dedicated Board members is immeasurable and the generous support of donors and friends in the community is invaluable. Your collective contributions ensure that Yale New Haven Hospital continues its service to others.

Marna Borgstrom  
Chief Executive Officer

Richard D'Aquila  
President

Mary C. Farrell  
Chair of the Board of Trustees

Thomas J. Balczak, MD  
Chief Medical Officer



## Safety, Quality and Operational Improvement

Yale New Haven Hospital continued to see positive trends in the areas of safety throughout 2018. As a result of concerted efforts and innovative processes, the number of Serious Safety Events (SSEs) continued its downward trend.

YNHH has seen an 83 percent reduction in events of patient harm – from a high of 95 events to a record low of 12. Many units throughout the hospital went the entire year or more without a significant event of harm.

These improvements were made possible due to Yale New Haven Health System's high reliability organization (HRO) journey, which started in 2014. Since that time YNHH has trained more than 22,000 staff and physicians, in HRO "CHAMP" behaviors. HRO training is now part of new employee orientation and the physician credentialing process. At the same time, safety event reporting – especially of near-miss events – continued to rise indicating a growing and healthy culture of safety.

Other examples of progress: The number of catheter-associated urinary tract infections (CAUTIs) that occurred in the NICU dropped significantly over the past few years-from 19 to just three this past year.

One of YNHH's quality and safety goals is reducing the number of readmissions for heart attack patients. The Hospital ended the year with only 34, far below the goal. A recent study showed that between 2017 and 2018, YNHH improved significantly in several measures, including safety, efficiency and patient-centeredness.

Also, for the first time, YNHH received approximately \$6 million from the federal Centers for Medicare and Medicaid Services, which rewards healthcare providers for the quality of care provided to Medicare patients for reducing hospital-acquired infections.

To provide the safest, highest-quality care and ensure patients are in the right care settings and receive appropriate treatments in a timely fashion, Yale New Haven Hospital launched the new Capacity Coordination Center (CCC). Staffed 24/7 by staff from various Hospital departments, along with representatives from American Medical Response, the CCC includes monitors and display dashboards showing real-time data, including bed capacity, patient transport status, ED operations, nurse staffing and other critical information. The dashboards can also show "predictive analytics" can help the Hospital prepare for surges in patient volume and/or influxes of patients with complex conditions.



YNHH's new Capacity Coordination Center is staffed 24/7 by representatives from departments throughout the hospital, who can easily view detailed data that help improve care quality and safety and patient flow.



Neurosciences ICU staff members review safety procedures to prevent CAUTIs.

## Provider of choice

Last year was a year of exciting and notable clinical initiatives at Yale New Haven Hospital. In 2018, Yale New Haven Children's Hospital opened "the next generation" of neonatal ICU and one of the country's most advanced neonatal intensive care units (NICU) – a specially-designed, two-floor unit that enhances family-centered care, provides support and improved outcomes and advance clinical research. YNHCH is now one of only two U.S. hospitals to offer couplet rooms in the NICU, where mothers and their babies remain together during care. Another first for YNHCH's NICU is a sophisticated procedure room where clinical staff can perform complex procedures and new technology systems instantaneously transmit data and alarms from isolette monitors and bedside equipment to staff smartphones.

To advance patient access, quality and safety, YNHH's Center for Musculoskeletal Care (CMC) opened the McGivney Advanced Surgical Center on the Saint Raphael Campus. This state-of-the-art ambulatory surgical facility contains six operating rooms and 23 pre- and post-operative beds. The new center's advanced surgical equipment allows surgeons to perform even complex orthopedic and spine procedures on an outpatient basis. YNHH's CMC was the only Hospital in the United States to earn all major certifications at the highest level for musculoskeletal care last year, reflecting the high quality, consistent and safe care provided to CMC patients across the continuum of care.

Patient experience, as measured by Press Ganey surveys, improved in certain areas and exceeded the threshold goal for inpatient hospital care. The Rehabilitation and Wellness Center located at Milford Hospital, specializing in one-on-one therapy, was awarded the Press Ganey Guardian of Excellence Award for Patient Excellence in recognition of patient satisfactions scores about the 95th percentile consistently for one year. The award was the first of its kind for YNHH.

The Medical Staff embarked on new initiatives as well. After years of planning, YNHH launched the Visage imaging viewer, a device which provides advanced viewing capabilities and access to images across the health system and improves speed, reliability and overall patient safety and treatment. This application has been integrated with a number of others to make it easier and more efficient for radiologists to read images and access information. Additionally, through a clinical redesign project, the Hospital changed the process by which providers order an inpatient specialty consult. They now use the newly created Consult Connect Center giving providers the fastest, easiest way to request routine inpatient consults.



Hospital leaders cut the ribbon for the new Neonatal Intensive care Unit.



Patient engaged in post procedure therapy at the new McGivney Surgical Center



## Employer of choice

Yale New Haven Hospital continued to invest in the health of its workforce, with efforts focused on employee engagement and over-all well-being, as well as offer competitive compensation and benefits.

A record 84 percent of YNHH employees completed the 2018 Employee Engagement survey. Results indicated that employees are proud to work here, with over 90 percent saying they would recommend the Hospital to a friend/family member. Results also showed that a majority of employees have confidence in senior leadership. Feedback also pointed to a need for improvement in critical areas such as work-life balance, managing job stress and staffing.

YNHH inducted 73 employees in the Quarter Century Club and Hospital volunteers donated approximately 162, 000 hours of service in 2018.

The Hospital celebrated the five-year anniversary of Yale New Haven Hospital and the Hospital of Saint Raphael coming together as one and reflected on the many accomplishments over the first five years, including the investment of more than \$130 million in the Saint Raphael Campus, the creation of centers of excellence in several specialty areas, the addition of 3,500 experienced, skilled employees and more than 400 physicians. Other major milestones in the first five years included implementing Epic on both campuses; gaining Joint Commission accreditation twice; and having both campuses achieve Magnet recognition from the American Nurses Credentialing Center.

Yale New Haven Hospital continued to broaden patient, employee and supplier diversity and inclusion efforts and several organizations affirmed YNHH's status as an employer of choice, including Becker's Hospital Review, Best Workplaces for Commuters program and the National Association for Female Executives.

The livingwell CARES care coordination program, which supports employees living with or at risk for chronic health conditions, continued to grow enrollment. In addition, 79 percent of YNHH employees participated in the on-site health screenings for the Know Your Numbers Plus program.



**Celebrating the anniversary of the YNHH-Hospital of Saint Raphael integration, Hospital President Richard D'Aquila shared major milestones over the first five years.**

## Community service

Yale New Haven Hospital won the national Foster G. McGaw Prize for Excellence in Community Service, one of the most esteemed honors in health care, for its efforts to improve the health and well-being of the people in its communities. The prize, which includes a \$100,000 stipend to support community initiatives, recognizes YNHH's work in five areas: nurturing healthy kids; creating educational opportunities; revitalizing local neighborhoods; working to end homelessness; and partnering with local recruiters and job training programs to hire qualified local residents for Hospital positions. The Hospital also won the 2018 Connecticut Hospital Association Community Service Award for programs providing medical respite care for homeless patients.

YNHH continued to manage the Healthier Greater New Haven Partnership, which includes more than 40 organizations dedicated to improving health and well-being for residents in the Greater New Haven region. Efforts focused on access to care, health lifestyles, behavioral health and substance abuse.

YNHH coordinated Get Healthy CT Walk 'n talk events with healthcare providers each Saturday for six months and again sponsored two days of the New Haven Police Athletic League's summer camp, thanks to nearly 200 YNHH volunteers. The Hospital also initiated and participated in a number of programs to care for the health and well-being of community members. For example, as part of a pilot program, providers offered flu vaccinations at New Haven's Downtown Evening Soup Kitchen to low income or individuals experiencing homelessness.

YNHH celebrated 10 years of partnering with Habitat for Humanity of Greater New Haven by completing the 9th and 10th homes sponsored by YNHH. More than 500 YNHH employees and medical staff members have volunteered on Habitat home builds over the years.

In 2018, the Human Rights Campaign Foundation's Healthcare Equality Index recognized YNHH for its policies and practices dedicated to the equitable treatment and inclusion of LGBTQ patients, visitors and employees.



**Yale New Haven Hospital won the Foster G. McGaw Prize for Excellence in Community Service, one of the nation's most esteemed honors in health care.**

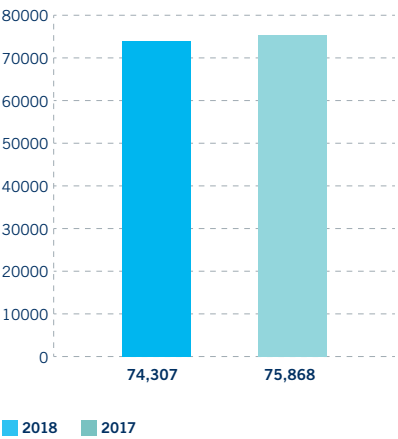


## Financial performance

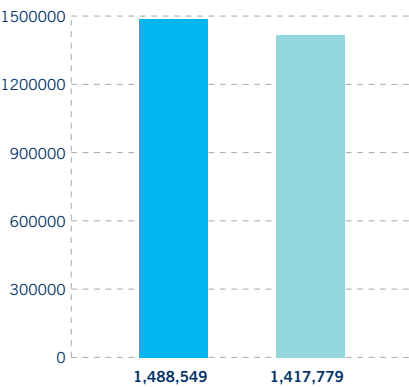
Despite Connecticut’s continued budget challenges, the state’s tax on hospitals and the continued underpayments from Medicare and Medicaid, YNHH produced an operating margin of 4.3 percent. This was largely due to strong patient demand and cost reductions through clinical process improvements.

Our generous donors contributed \$14 million to the hospital in 2018 and the signature Closer to Free bike ride generated \$3.3 million.

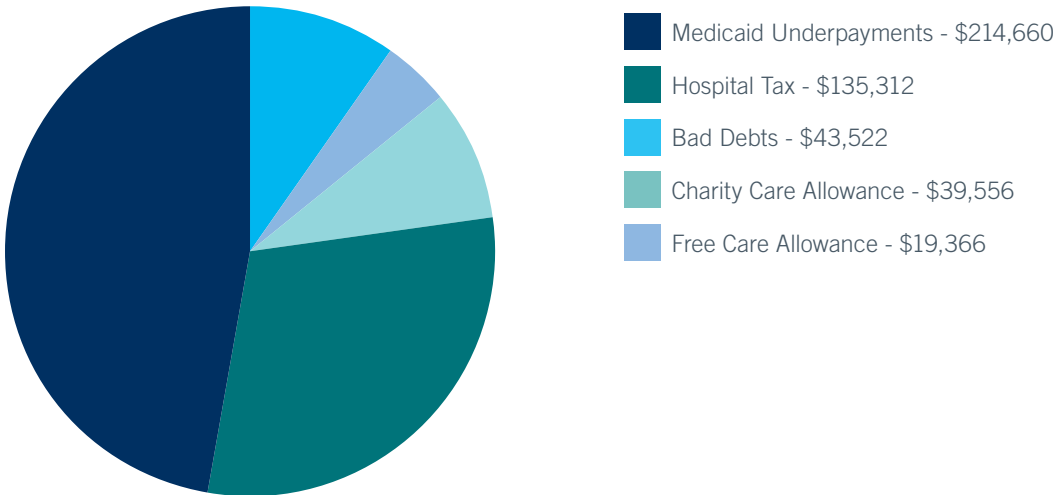
### Inpatient Care



### Outpatient Encounters



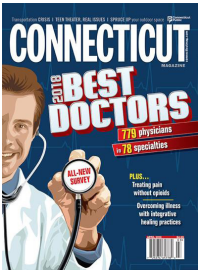
### Uncompensated and Undercompensated Care Costs and Hospital Tax paid by YNHH in 2018



# Awards

## Top Doctors

CT Magazine Top Docs



## Top 10 Non-Profit Companies for Executive Women

National Association for Female Executives



## One of 100 Great Hospitals in America

Becker's Hospital Review



## Foster G. McGaw Prize for Excellence in Community Service

American Hospital Association



## America's Best Hospitals

U.S. News & World Report



## The Most Innovative Children's Hospitals 2018

Parents Magazine



## America's Best Children's Hospitals

U.S. News & World Report



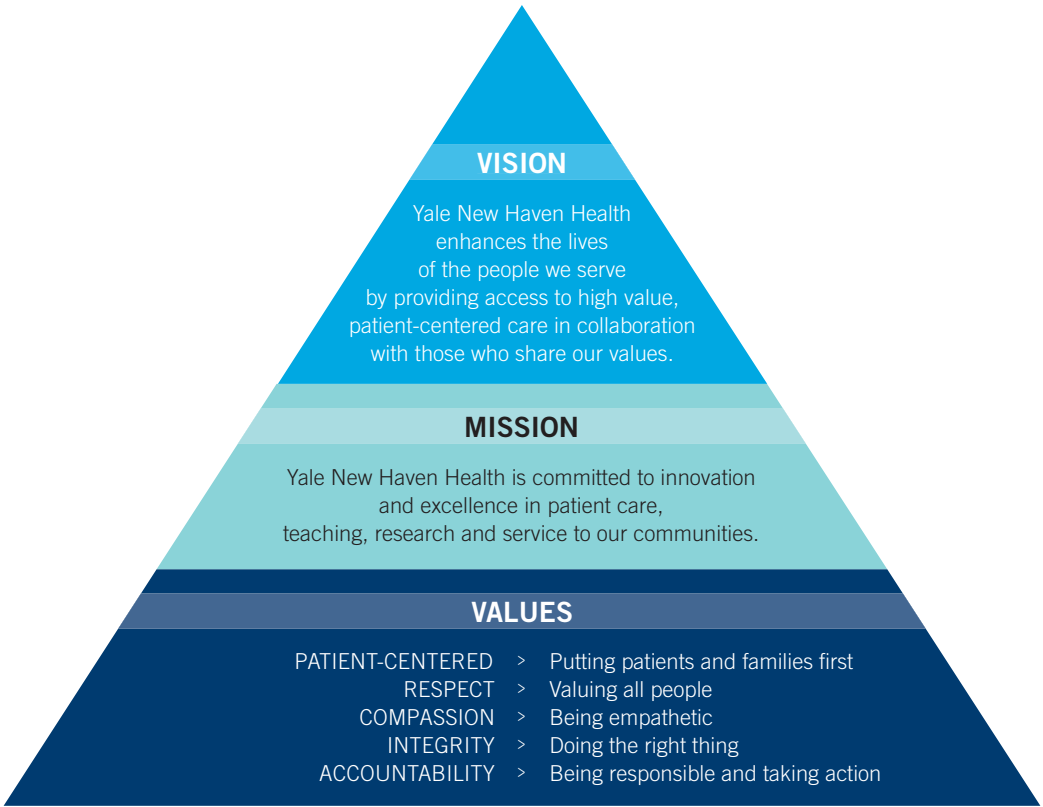
## Best Workplace for Commuters

National Center for Transit Research





# VISION, MISSION AND VALUES



YaleNewHavenHealth

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

# Statistics and Financials

## Patient Care

Year ended September 30. **2018** **2017**

### Inpatient Care

Adults	61,391	62,404
Pediatric	7,213	7,779
Newborn	5,703	5,685
<b>TOTAL</b>	<b>74,307</b>	<b>75,868</b>

### Outpatient Encounters

Outpatient procedures and clinical visits	1,274,766	1,208,230
Emergency Department / urgent care	154,626	152,963
Occupational Health	59,157	56,586
<b>TOTAL OUTPATIENT ENCOUNTERS</b>	<b>1,488,549</b>	<b>1,417,779</b>

### Surgeries

Inpatient cases	24,391	25,134
Outpatient cases	32,061	30,934
<b>TOTAL SURGERIES</b>	<b>56,452</b>	<b>56,068</b>



## Balance Sheets

Amounts are in thousands. Year ended September 30.

	2018	2017
<b>Current Assets</b>		
Cash and cash equivalents	\$430,884	\$167,695
Short-term investments	1,124,034	1,182,083
Accounts receivable for services to patients, less allowance for uncollectible accounts, charity and free care of approximately \$153, 204 in 2018 and \$267,721 in 2017	316,834	286,938
Other receivables	32,372	24,911
Other current assets	125,294	112,872
Amounts on deposit with trustee in debt service fund	5,272	4,585
<b>TOTAL CURRENT ASSETS</b>	<b>2,034,690</b>	<b>1,779,084</b>
<b>Assets Limited As To Use</b>		
Funds reserved for capital improvements and other purposes	94,965	90,182
Beneficial interest in perpetual trusts	20,008	19,458
<b>TOTAL ASSETS LIMITED AS TO USE</b>	<b>114,973</b>	<b>109,640</b>
<b>Long-Term Investments</b>		
Long-Term Investments	392,210	417,662
<b>Other Assets</b>		
Goodwill	44,774	44,774
Other assets	212,599	198,181

## Balance Sheets

### Property, Plant and Equipment

Land and land improvements	\$53,813	\$53,728
Buildings and fixtures	1,430,754	1,322,532
Equipment	572,563	532,517
<b>TOTAL PROPERTY, PLANT AND EQUIPMENT</b>	<b>2,057,130</b>	<b>1,908,777</b>
Less accumulated depreciation	1,067,728	986,557
<b>TOTAL PROPERTY, PLANT AND EQUIPMENT, NET</b>	<b>989,402</b>	<b>922,220</b>
<b>Construction In Progress</b>	84,513	93,642
	1,073,915	1,015,862
<b>TOTAL ASSETS</b>	<b>\$3,873,161</b>	<b>\$3,565,203</b>

## Liabilities and Net Assets

Amounts are in thousands. Year ended September 30.

**2018**

**2017**

### Current Liabilities

Accounts payable and accrued expenses	\$419,490	\$412,819
Current portion of long-term debt	9,957	8,493
Current portion of capital lease obligation	2,397	2,257
Valuable rate debt classified as current	108,275	----
Other current liabilities	97,086	69,478
<b>TOTAL CURRENT LIABILITIES</b>	<b>637,205</b>	<b>493,047</b>

### Long-Term Debt, Net of Current Portion

643,854 763,533

### Long-Term Capital Lease Obligation, Net of Current Portion

40,070 42,467

### Accrued Pension and Postretirement Benefit Obligations

169,355 200,560

### Other Long-Term Liabilities

366,226 365,345

### Deferred Revenue

39,005 40,244

**TOTAL LIABILITIES 1,895,715 1,905,196**

## Liabilities and Net Assets

### Commitments and Contingencies

#### Net Assets

Unrestricted	1,862,145	1,551,542
Temporarily restricted	66,375	60,090
Permanently restricted	48,926	48,375
<b>TOTAL NET ASSETS</b>	<b>1,977,446</b>	<b>1,660,007</b>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>\$3,873,161</b>	<b>\$3,565,203</b>

## Statement of Operations

Amounts are in thousands. Year ended September 30.

**2018**

**2017**

### Operating Revenue

Net patient service revenue	\$2,766,011	\$2,618,240
Other revenue	206,393	173,686
<b>TOTAL OPERATING REVENUE</b>	<b>2,972,404</b>	<b>2,791,926</b>

### Operating Expenses

Salaries and benefits	1,093,706	1,057,674
Supplies and other expenses	1,581,963	1,460,428
Depreciation	112,066	130,418
Insurance	32,699	30,042
Interest	24,995	23,630
<b>TOTAL OPERATING EXPENSES</b>	<b>2,845,428</b>	<b>2,702,192</b>

Income from operations	126,976	89,734
Non-operating gains/(losses)	118,771	143,041
<b>EXCESS OF REVENUE OVER EXPENSES</b>	<b>\$245,747</b>	<b>\$232,775</b>

## General Information Summary

Year ended September 30.	2018	2017
<b>General Information Summary:</b>		
Number of patients discharged	74,307	75,868
Patient days of care provided	445,048	442,930
Average length of stay	5.99	5.84
Average daily patient census	1,219.3	1,213.5
Volunteer hours donated	162,000	170,000
Employees	13,306	12,991
Medical Staff	4,556	4,136

## Uncompensated, Undercompensated Care Costs and Hospital Tax

Amounts are in thousands. Year ended September 30	2018	2017
<b>Free Care Allowance</b>	\$19,366	\$24,789
<b>Charity Care Allowance</b>	39,556	41,683
<b>TOTAL UNCOMPENSATED CARE COSTS</b>	<b>58,922</b>	<b>66,472</b>
<b>Medicaid Underpayments</b>	214,660	254,850
<b>Bad Debts</b>	43,522	37,287
<b>TOTAL UNDERCOMPENSATED CARE COSTS</b>	<b>258,182</b>	<b>292,137</b>
<b>Hospital Tax</b>	135,312	126,328
<b>TOTAL</b>	<b>\$452,416</b>	<b>\$484,937</b>



## Philanthropic Support

Amounts are in thousands. Year ended September 30.

**2018****2017**

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**Charitable Contributions**

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Annual fund	\$872	\$1,129
Fund for care of the indigent	716	646
Other gifts	12,125	9,630
<b>TOTAL PHILANTHROPIC SUPPORT</b>	<b>\$13,713</b>	<b>\$11,405</b>

## Meet Amanda: From Iron Man to surgery and back



By age 36, Amanda reached a pinnacle in sports endurance – completing an Iron Man competition with its 2.4-mile swim, 112-mile bike ride and 26.2-mile marathon.

“It was probably one of my greatest personal victories besides having a family,” said Amanda, of Stratford, who battled chronic back pain during the competition.

Despite a childhood diagnosis of spondylolysis, a common spinal structural abnormality, she pursued sports, including NCAA Division I lacrosse at Rutgers University.

She hit a turning point after competing in a 5.6-mile swim and nearly 50-mile bike ride in 2015. Amanda finished the swim, but could not stand when she tried to get out of the water. A true competitor, she finished the ride and then made an appointment to see neurosurgeon Khalid Abbed, MD, co-director, Yale New Haven Hospital Spine Center.

He told her that she had spondylolisthesis, an unstable spinal segment, and small stress fractures that caused spinal instability and triggered severe back pain. This led to neural compression, producing severe leg pain. She needed a wheelchair if she had to walk more than five minutes. “When the pain got to the point where I could no longer take care of my family it “was overwhelming.”

In April 2016 at Yale New Haven Hospital, Dr. Abbed performed a minimally invasive decompression to relieve the compression. He also performed a minimally invasive fusion to stabilize her spine.

Dr. Abbed said Amanda “was stopped in her tracks by disabling back and leg pain,” and knew that procedure advantages included shorter hospital stay, recovery, and the surgery would maximize “her chances of getting back to her many activities in the shortest time possible.”

Within two months of surgery and physical therapy, Amanda was running again. Today, at 41, she is like her old self with an eye on a 2019 Iron Man. “When every movement previously caused significant pain and to say that you are living pain-free, that’s the best outcome that anybody could ever have,” said Amanda.

## Meet Scott: A runner in the right race at the right time



It was a terrible event that couldn't have happened in a better place and time. On Feb. 4, Scott was among 2,000 runners who had just started the Integrated Refugee and Immigrant Services (IRIS) Run for Refugees in New Haven.

"About four minutes in, I suddenly lost my ability to run, then walk... and then I collapsed on the side of the course," he said.

Eleanor Reid, MD, happened to be nearby when she heard a shout, "We need a doctor!"

Reid, a physician in Yale New Haven Hospital's Emergency Department (ED) and clinical instructor in Yale School of Medicine's Department of Emergency Medicine, rushed over to find Scott not breathing and without a pulse. She and two other runners, who were nurses, performed CPR for five to seven minutes.

All of a sudden his eyes opened and he kept saying 'hello,' as if he couldn't see or hear anything. Then he started talking to us," Reid recalled. "By the time the ambulance arrived, he was able to walk into it."

Unbeknownst to him, Scott had a heart defect that caused his aortic valve to narrow at an early age. Called aortic stenosis, the narrowing prevents the valve from opening fully, which reduces or almost completely blocks blood flow from the heart to the aorta and the rest of the body.

On Feb. 9, Arnar Geirsson, MD, YNHH chief of Cardiac Surgery, performed minimally invasive valve replacement surgery on Scott, through a small incision in his chest.

"From the outstanding nursing team to the incredible cardiologists and diagnostic testing, I had the type of care not accessible to all," Scott said.

He is particularly grateful to Dr. Reid. "Simply put, Eleanor saved my life on February 4th," he said. "Gratitude is simply not enough. My family and I are blessed."



## Meet Jerushia: A knee replacement keeps her on the move



When Jerushia of New London fell at the train station, she knew it was time to get help.

Jerushia, 65, takes the train every day from her home in New London to her teaching job at Dunbar School in Bridgeport. “I’d been having mobility problems with my right knee due to osteoarthritis,” she said. “But the day I fell it exacerbated the problem, and I couldn’t ignore it anymore.”

She met with orthopedic surgeon Lee E. Rubin, MD, at Yale New Haven Hospital’s (YNHH) Center for Musculoskeletal Care. Dr. Rubin recommended a total knee replacement.

Jerushia finished the school year on June 25 and had the surgery three days later. “Dr. Rubin told me afterwards that my knee was in the worst condition he’d ever seen,” she said.

Within hours after the surgery, however, Jerushia was on her feet again. “I didn’t believe it when they came into my room to get me up,” she said. “I was climbing stairs the next day!”

The hospital sent Jerushia home with the Virtual Exercise Rehabilitation Assistant (VERA), a tele-rehabilitation program for hip/knee replacement patients. VERA features an avatar that leads the patient through prescribed physical therapy exercises. Advanced motion-detection technology helps detect if the patient is doing the exercises correctly. The system also tracks and records the patient’s progress so that the physical therapists and medical team can modify the plan at any time. YNHH is the first Connecticut hospital to use the VERA in-home program, together with in-person physical therapy.

“Using VERA was great – it gave me the freedom to travel all summer without having to spend my time going to physical therapy appointments,” said Jerushia, who returned to the classroom in August – just two months after her knee replacement.

“For anyone who is the slightest bit skeptical about having a knee replacement, I urge them to go for it,” Jerushia said. “Having the replacement has added value to my quality of life.”



# Leadership

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\*YNHHS employees with significant YNHH roles

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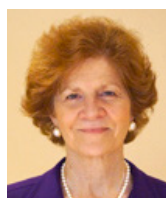
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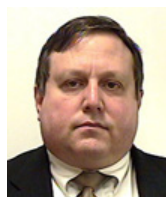
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