

Yale New Haven Health

Annual Report | 2018



Yale
NewHaven
Health

Vision, Mission and Values

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

Patient-Centered – Putting patients and families first

Respect – Valuing all people

Compassion – Being empathetic

Integrity – Doing the right thing

Accountability – Being responsible and taking action

YaleNewHaven**Health**

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

A Message from the Chief Executive Officer

Yale New Haven Health continues to thrive because of the engagement of outstanding employees, exceptional physician partners across our System, and wonderful and committed volunteers, including those who sit on System boards of trustees. It is, after all, the people with whom we work who enable us to provide the value-based care to the patients and families we are privileged to serve.

While we are making real and measurable investments in our communities to support better health through education, safe housing, and access to healthier foods, our primary focus remains on enhancing value for our patients and their families. This includes 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 are pleased that in 2018 we made tangible progress in each of the components of value, but of course, our work continues.

Personally, I am especially grateful to our dedicated leadership team, our board of trustees, and the physicians, staff and volunteers across the System. Our engagement of diverse stakeholders continues to enhance the value of patient care that Yale New Haven Health offers.



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

Marna P. Borgstrom
Chief Executive Officer

Performance Highlights

Yale New Haven Health demonstrated strong progress toward providing unparalleled value to patients, employees, clinicians, the community and payers. The care provided throughout the health system was safer and more efficient as a result of intentional integration and alignment of services and resources.

As the expectations for excellence and value from our patients, providers and payers continued to grow and evolve, Yale New Haven Health focused on strategies that improved quality and safety, enhanced the patient experience and managed costs. The success of these measures resulted in strong performance for the System, positioning it well within an ever-changing healthcare landscape.

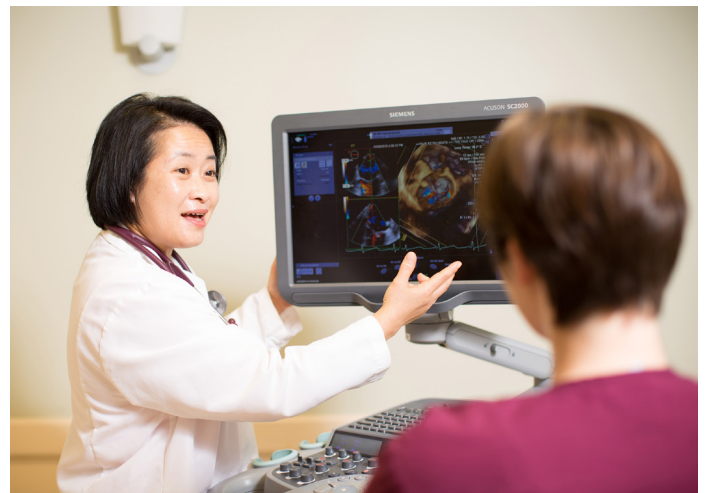
The health system's achievements and highlights of the past year reflect the commitment to continuous improvement in every aspect of patient care.

Patient Safety and Clinical Quality

Safety and Quality

YNHHS continued its work to safeguard patient safety and to improve quality of care. The number of serious safety events dropped 80 percent across the health system since high reliability training measures were introduced in 2014. Efforts related to readmission reduction over the year led to a decrease in readmissions across all hospitals. Bridgeport, Lawrence + Memorial, Westerly and Yale New Haven hospitals saw significant reductions in acute myocardial infraction readmissions while Greenwich Hospital lowered pneumonia readmissions. The health system also tackled hospital-acquired infections. Yale New Haven and Lawrence + Memorial hospitals decreased catheter-associated urinary tract infections; Bridgeport Hospital reduced the central line associated bloodstream infection rate; Greenwich Hospital lowered colon surgical site infections; and Westerly Hospital saw a drop in c. difficile infection rates.

Building on YNHHS' strong relationship with Yale School of Medicine, leaders from both organizations pursued greater alignment with a focus on value and excellence. Together, they hosted the first joint safety, quality and experience conference,





which brought System staff, faculty and researchers together to share best practices developed throughout the year. More than 225 teams submitted abstracts on projects aimed at improving safety, quality and the patient experience with 50 selected for presentation at the conference.

The systemwide Communication Leads to Early Resolution (CLEAR) program offered support for clinicians involved in adverse events, using simulation-trained peers to coach transparent conversations with patients and families and to provide appropriate peer support. The CLEAR committee created a centralized process across the System that ensures a consistent, standard and timely approach for disclosure that also allows for accurate assessment of metrics.

Clinical Redesign

Clinical redesign efforts continued to advance standardization to improve patient care and reduce expenses. Clinical staff created a systemwide opioid standard of practice that significantly

decreased administered opioid morphine milligram equivalent by 17 percent. A clinical redesign team at Greenwich Hospital also looked at opioid utilization through a multimodal pain management approach, reducing administered opioid doses per day by 10 percent. At Yale New Haven Hospital, a team created an outpatient parenteral antibiotic therapy program that reduced use of skilled nursing facilities and dependency on home care. Another clinical redesign initiative at Yale New Haven Hospital provided early, accurate detection of methicillin-resistant staphylococcus aureus (MRSA) infection among patients admitted to the hospital through the emergency department; the steps led to a 61 percent reduction in the number of patients taken off MRSA precautions. Bridgeport Hospital implemented a behavioral intervention team that provided early detection of and intervention to patients with psychiatric diagnoses to decrease length of stay by 10 percent. Looking to improve outcomes for patients with pneumonia and chronic obstructive pulmonary disorder admitted to intensive care, Lawrence + Memorial Hospital reduced the average length of stay for patients in the ICU by 43 percent.

Clinical and Operational Innovation and Advancements

Information technology initiatives helped to ensure patient safety, enhance the patient experience, improve clinical operations and increase efficiency across the health system. Information Technology Services (ITS) introduced new technology, including several digital self-service features, providing patients with electronic, self-check-in for appointments, the ability to be on a “fast pass” list for appointment cancellations and the ability to collect patient-reported clinical data such as blood pressure or other biometric data. In addition, YNHHS and Yale Medicine introduced a new feature that allows women to schedule appointments for mammograms through an online tool.

YNHHS leveraged advanced imaging and artificial intelligence to enhance diagnostic capabilities through a state-of-the-art imaging platform that integrated three separate solutions with a number of applications to improve efficiencies and accuracy for radiologists and clinicians. The platform included artificial intelligence algorithms for head and spinal CT scans that alert radiologists to suspicious findings, improving speed, reliability and overall patient safety and treatment.

To address medical and clinical staff well-being, the health system implemented the “Less Time Typing, More Time Caring” initiative to reduce the time spent on documentation. Solutions included mobile

secure communications tools; electronic “tap and go” technology to eliminate redundant typing of user names and passwords; and voice recognition tools in Epic, the electronic health record. In addition, a pilot program of virtual scribing services for patient notes resulted in strong physician satisfaction, decreased time charting, less time in the electronic health record after hours and an increase in the number of patients seen each day.

YNHHS continued to treat many of Connecticut’s most acutely ill patients, seeing an increase in overall case mix index and longer length of stay, which created capacity challenges at Bridgeport and Yale New Haven hospitals. Addressing the issue, the System created the Capacity Coordination Center, an innovative clinical hub to manage patient flow and capacity using real-time data and predictive analytics making it a model for organizations around the world.

In its first year, the YNHHS Sparq Center for Health Innovation implemented new ideas for procedures, techniques and technologies designed to advance and improve the quality of care while managing the total cost of care. Sparq held a pitch event at the Safety, Quality and Experience Conference in May where a panel discussed innovation in health care and teams shared proposals with the potential to reshape the healthcare experience.





Provider of Choice

Service Growth and Access Improvement

YNHHS remained Connecticut’s largest health system and the state’s largest non-governmental employer. Patient demand grew as well for outpatient services including ambulatory surgery, oncology, urology, cardiac and diagnostic radiology services and physician office visits.

Patient volume was consistent across the system, with inpatient discharges and outpatient encounters on par with the previous year at 124,668 and 2.4 million, respectively. Yale New Haven and Bridgeport hospitals, however, experienced increases in length of stay, which reflected growing patient acuity.

As community hospitals seek remote access to specialty services, YNHHS further enhanced its telemedicine capabilities, offering tele-ICU, tele-stroke and tele-consult services to facilities within and outside of the System to create a network of locations that can receive tele-care from YNHHS and Yale Medicine physicians. Working with community partner Day Kimball Hospital, the System also extended clinical services such as oncology and tele-ICU to northeast Connecticut.

After an 18-month accreditation process, Outpatient Pharmacy Services at YNHHS earned full accreditation in Specialty Pharmacy from Utilization Review Accreditation Commission, highlighting the pharmacy’s comprehensive case-managed program customized for patients with complex medication management needs.



The Y Access Transfer Center, in place at Yale New Haven, Lawrence + Memorial and Westery hospitals, was implemented at Bridgeport Hospital. With oversight from the Capacity Coordination Center, Y Access helped coordinate patient transfers and direct admissions for referring physicians and supported direct admission via attending physician referral to inpatient units at participating system hospitals as well as transfers from other hospitals and freestanding emergency departments.

During the year, the Y Access transfer service experienced a 5 percent increase in coordinating patient transfers from other healthcare facilities. SkyHealth, the System's critical care air transport service, increased transfer flights by 37 percent.

Additional Systemwide highlights of the year included:

- A partnership between YNHHS and Yale Medicine with Silver Hill Hospital, focused on the treatment of people who, in the course of managing significant executive or professional career responsibilities, have developed serious mental health or substance use problems.
- A System investment, with Greenwich Hospital, of \$160 million to expand clinical services and ambulatory centers in lower Fairfield and Westchester counties to increase the community's access to primary care physicians and surgical subspecialists.
- A partnership with Trinity Health of New England to extend tertiary and quaternary services provided by Yale New Haven Hospital and Yale Medicine to central and northern Connecticut and western Massachusetts to complement services locally available in Trinity-affiliated hospitals.

Patient Experience

To better frame efforts that ensure a consistent, best-in-class patient experience across all locations, the health system integrated all patient experience and patient relations functions into one department. Patient Experience introduced a new survey tool to better capture patients' feedback on their entire healthcare experience.

To improve interactions between healthcare professionals and patients, as well as dialogue between colleagues and staff, YNHHS partnered with the Academy of Communication in Healthcare to create a peer-led Enhancing Relationship-Centered Communication class for physicians, advance practice providers and nurses. The workshop focused on how communication can improve health outcomes, patient satisfaction and professional engagement by adopting a more mindful approach with patients and families.

Approximately 1,500 staff members from across the System joined colleagues from Yale School of Medicine and Yale Medicine for the inaugural Safety, Quality and Experience Conference in May. Projects addressed best practices in discharge and care coordination; interdisciplinary collaboration; medical practice; patient and family

engagement and education; staff engagement; tools, data and processes; and unit-specific performance improvement.

Clinical Integration

Building a foundation for clinical integration and population health, YNHHS fostered collaboration among Northeast Medical Group, Yale Medicine and Community Medical Group to develop clinical practice guidelines for pulmonary disease, pediatrics, diabetes, heart disease and preventive care for community practice groups.

In support of developing comprehensive care models for the Medicaid population, the System expanded its participation in Year 2 of the Patient Centered Medical Home Plus (PCMH+) Medicaid shared savings program to include Northeast Medical Group, Yale Medicine and the Bridgeport Hospital Primary Care Center. Efforts focused on expanding screening and navigation for social determinants of health more into the System's approach to caring for Medicaid patients. YNHHS continued implementation of Centers for Medicare and Medicaid Innovation (CMMI) Accountable Health Communities (AHC) program, and expanded the use of the Health Leads program to Northeast Medical Group practices participating in PCMH+.





As part of the Oncology Care Model (OCM) initiative, a value-based program for Medicare patients undergoing chemotherapy, YNHHS implemented several targeted initiatives, including improved care management across the continuum, increased access to specialized oncology urgent care services and enhanced access to hospice and palliative care.

YNHHS continued to develop its capabilities in population health and total cost of care management. Substantial emphasis was placed on clinical quality improvement and development of an infrastructure dedicated to managing the care of certain populations prospectively to improve their health outcomes while enhancing service and quality and reducing costs. After an assessment of current total cost of care related programs, an oversight structure was developed to align management and decision making for System total cost of care initiatives.

Community Benefits

During the year, YNHHS provided approximately \$800 million in under- and uncompensated care.

The health system remained committed to the health and wellness of people and communities it serves through continued focus on the Community Health Improvement Plans first implemented in 2016. Collaborating with local partners, YNHHS embarked on several endeavors including an initiative with statewide non-emergency medical transportation providers to enhance services and the expansion of a pilot Know Your Numbers health awareness program in New Haven.

The System sponsored hundreds of health screenings, support groups, community education talks, leadership activities and financial grants and assistance to maintain and improve the health of local communities. YNHHS continued to support education programs for those interested in various medical careers. Yale New Haven Hospital received national recognition for its efforts to improve the health and well-being of the residents of New Haven with the 2017 Foster G. McGaw Prize for Excellence in Community Service.



Employer of Choice

Human Resources

Employees made a strong showing for the year's employee engagement survey, with 84 percent of YNHHS employees completing the survey. Overall engagement was 4.15 on a scale of 5.0, which was slightly above the national benchmark for healthcare organizations. Staff gave high marks to senior leadership, fair compensation, effective communication between work units and the high-reliability organization culture.

Responding to employee feedback, a redesigned medical benefit plan reduced out-of-pocket expenses for covered employees and their dependents treated at YNHHS facilities. The livingwell CARES program, which helps employees manage certain chronic health conditions, had 813 active participants who received services such as health coaching, care coordination and education sessions.

The Know Your Numbers Plus employee wellness program offered onsite health screenings to employees and to their covered dependent spouses. Now in its sixth year, the program saw 13,024 employees and spouses participate in the health screenings.

To improve employee wellness and safety, YNHHS launched the inaugural Safety Council. Health and safety specialists at each delivery network work with leaders and staff to ensure a safe workplace. A safety dashboard now provides real-time data about employee injuries, which resulted in a decreasing trend in overall injuries.

Employee and Family Resources experienced a 10 percent increase in use of its services given focused programming designed to support stress management and resiliency.

YNHHS also advanced educational and engagement programming to ensure a diverse and inclusive workplace through education and awareness activities, talent acquisition and community engagement.



2018 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	383	206	308	125	n/a	2,563
Inpatient Discharges	74,307	21,445	12,777	13,439	2,700	n/a	124,668
Outpatient Encounters	1.4M	316,025	276,391	308,613	101,246	n/a	2.4M
Total Assets ²	\$4.1B	\$672.9M	\$679.4M	\$480.6M	\$80.9M	\$55.2M	\$6.1B
Net Revenue	\$2.8B	\$599.4M	\$389.2M	\$364.3M	\$66.3M	\$425.5M	\$4.6B
Medical Staff ³	4,556	1,119	546	766	128	1,253	8,368
Employees ⁴	16,635	2,742	1,786	2,354	554	1,957	26,028

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).

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

Financial Performance

Through a combination of service line growth and concerted work on clinical program improvements, many of which also resulted in significant cost savings, in 2018 the health system posted an operating gain of 4.8 percent for the year.

Total revenue at \$4.6 billion reflected a strong average daily census as YNHHS hospitals continued to treat high acuity cases in addition to healthy transfer in volume related to the Y Access program. Investments in outpatient clinical programs, as well as continued payer incentives to move patient care to outpatient facilities, contributed to continued outpatient service line growth.

The health system also continued to focus on expense management through utilization volume discounts related to high-cost drugs and medical and surgical supplies as well as clinical process improvements.

The System's obligated group grew with the addition of Greenwich and Lawrence + Memorial hospitals, Lawrence + Memorial Corporation and LMW Healthcare, Inc. These additions strengthened the overall obligated group and its ability to access capital funds. S&P upgraded YNHHS' rating and the System maintained its strong ratings with Fitch and Moody's.

The year's financial performance allowed YNHHS to continue to make investments in the organization, highlighted by projected capital spending of \$285 million.

A full-court press on wound care

For most people, wound healing is a natural, uneventful process. However, for the five million Americans suffering from diabetes, it can become a complex medical problem requiring specialized treatment and care.

Diagnosed with Type 1 diabetes at 16, Winston was a former basketball star at Central High School in Bridgeport. Since then, he has struggled with complications, like the peripheral neuropathy (nerve damage) that led to loss of sensation in his feet. Because of this nerve damage, Winston suffered a burn on the bottom of his right foot during a hot shower.

“It’s not uncommon for diabetics with neuropathy to obtain scald burns as a result of shower injuries or walking on hot surfaces without shoe protection,” said Alisa Savetamal, MD, medical director of the Connecticut Burn Center at Bridgeport Hospital.”

Winston’s treatment at the Center for Wound Healing and Hyperbaric Medicine at Bridgeport Hospital included wound dressings, compression wraps and two debridement surgeries, followed by a skin graft.

“For many diabetics, it’s a delicate balance to keep feet healthy. Some of these problems are inherent with the disease, and it becomes a real challenge,” said William Butler, MD, medical director and general surgeon for the Wound Center.

The skin graft, however, showed signs of rejection. Winston received hyperbaric oxygen therapy, a medical treatment in which patients breathe 100 percent pure oxygen inside a pressurized chamber. The therapy promotes the healing of specific chronic wounds, increases the effects of some antibiotics and activates white blood cells to fight certain infections.

A year after that hot shower, Winston is not only back on his feet, but also back on the basketball court.

“The staff at the Center for Wound Healing and Hyperbaric Medicine were like family to me,” said Winston. “They made sure I stayed on top of my care and helped me every step of the way.”



The time of her life

“Food was the center of everything,” said Denine, who grew up in an Italian household where pasta and bread were staples. “I became overweight as a young adult and always struggled with weight.”

Then in 2016 she had an epiphany. While poolside, she and three girlfriends decided to celebrate their 40th birthday the following year with an island vacation.

Frustrated by years of unsuccessful dieting, Denine remembers comparing herself to “my skinny girlfriends, all size zero to four” and thinking at the time that “I can’t possibly enjoy myself being the heavy one and never feeling comfortable in my own skin. I’m tired of feeling bad for myself.”

That’s when Denine turned to Greenwich Hospital’s bariatric surgery program, which features a multidisciplinary team with board-certified surgeons, a program coordinator, dietitian, psychologist, specially trained nurses and physical therapist. She had a laparoscopic procedure called sleeve gastrectomy. Surgeons removed roughly 85 percent of her stomach, creating a sleeve-shaped organ about the size of a small banana.

“I was 248 pounds and now weigh 136 pounds,” she said, “and went from a size 26 to size four.”

Ashutosh Kaul, MD, the program’s medical director, said cases like Denine’s are common. Studies show bariatric surgery can be an effective tool to tackle obesity and, in some cases, can resolve chronic health issues.

“As surgeons, we’re excited to help patients put diabetes, high blood pressure, sleep apnea and other conditions into remission,” said Anthony Maffei, MD, Denine’s surgeon.

Denine said her surgery went smoothly, noting that she was walking a few hours afterward. Twelve days later, she was hosting Christmas festivities for 20 people.

She reminds herself daily that surgery is “not the answer, but a tool.”

Denine’s quality of life couldn’t be better. She’s happy, healthy and most importantly, she and her girlfriends visited Aruba where she enjoyed parasailing and beach volleyball. “The old me would never do such things!”



Downhill skiing into a hip replacement

Coy, 63, of Ledyard, started skiing in his mid-20s. For Coy and his wife, skiing was a family event. Coy would load up the kids and spend the weekend in various ski towns around the Northeast, like Lake Placid in New York and Sunday River in Maine.

“I started to limp a lot and people noticed,” said Coy. “I was favoring my left hip. The pain was really starting to bother me and I lived like that for several years.”

Coy was afraid of what the process might be with orthopedic surgery, but he decided to contact his primary care doctor for a referral. A few weeks later, Coy was in the Groton office of Christopher Hutchins, MD, a Lawrence + Memorial-affiliated orthopedic surgeon.

After X-rays showed that the cartilage in his left hip was gone, Coy worked with Dr. Hutchins to determine the next steps.

“He asked me if I wanted to get it replaced or continue to live with it,” recalled Coy. “I was ready to get rid of the pain and discomfort of walking, so I chose to have my hip replaced.”

Coy underwent surgery at Lawrence + Memorial Hospital three weeks later.

“Coy’s hip pain was affecting his livelihood. His work and recreational pursuits were becoming more of a challenge for him,” said Dr. Hutchins. “Almost two weeks after his surgery, he walked into my office carrying his cane. Not using it, just carrying it. He progressed rapidly and wasn’t having much discomfort.”

Every patient’s recovery is different, but Coy couldn’t be happier with his choice. He is back to his recreational activities.

“If you’re in any pain at all with your hip or you’re thinking about a replacement, don’t procrastinate. Go get it done,” advises Coy. “I don’t do anything I hadn’t done before my surgery, but now I have no pain. The staff at Lawrence + Memorial Hospital took good care of me. I highly recommend them.”



Celebrating the will to live

Tia was simply too young to be having a heart attack, and certainly not on Christmas Day. At 45 years old, the lifelong Westerly resident chalked up the pain in her back and shortness of breath to holiday stress or perhaps a cold coming on. After all, she had 25 people at the house on Christmas Eve.

The next day, pain medications did nothing to help. Tia struggled through an afternoon at the casino with friends, but she began to worry. Finally, a trip to a local urgent care center proved she was not too young for a life-threatening event.

“The doctor said part of my heart wasn’t working,” Tia recalled. “He said he was calling an ambulance to take me to Lawrence + Memorial (L+M) Hospital.”

Brian Cambi, MD, an interventional cardiologist at L+M, explained what happened next: “We had a team waiting for Tia,” he said. “She made the right decision seeking medical help, because we were able to open her blocked artery and put in a stent.”

Tia still marvels at the experience. “L+M was phenomenal,” she said. “It was like everything you see on TV was happening to me!”

Two days later, Tia was home. Soon thereafter, she entered the Cardiac Rehab program at Westerly Hospital. “Rehab was very welcoming,” she said. “I knew if anything went wrong, they would catch it, because I was still very scared.”

Today, fully recovered, Tia says the experience changed her life, physically and philosophically. “I walk six days a week now and I avoid fried foods,” she said. “But, I’ve also made a pact with myself not to stress out. Instead, I want to focus on today, because every day is special. I want to focus on my son and my husband. I want to do more things as a family.”



A knee replacement keeps her on the move

When Jerushia Wrighten Kelly had a fall at the train station, she knew it was time to get help.

Jerushia, 65, commutes by train every day from her home in New London to her job as a second-grade teacher 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 sought out the advice of orthopedic surgeon Lee E. Rubin, MD, who specializes in total and partial hip replacement surgery and knee replacement surgery 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!”

Jerushia was discharged with the Virtual Exercise Rehabilitation Assistant (VERA), a tele-rehabilitation program for hip/knee replacement patients. Using advanced motion-detection technology, VERA demonstrates the proper form for prescribed physical therapy exercises and offers step-by-step instructions to help patients do them correctly in the comfort of their own home. The system also tracks and records the progress, which enables the physical therapists and medical team to modify the plan at any time throughout treatment. 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 drove to visit family in Washington, DC, a few weeks after her surgery. She also traveled to North Carolina, Massachusetts and Virginia before heading back into 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.”



Enjoying life with a new vitality

A former construction and mason contractor in Connecticut and New York, much of Russell's career focused on national historical landmarks like churches and museums.

His work included meticulous craftsmanship with stone, at times transferring stones and history from one church to another for its restoration. "I was very artistic," recalled Russell, age 74.

But his day-to-day activities were greatly impacted after he developed atrial fibrillation (AFib), an irregular heartbeat, about 20 years ago. Since AFib significantly increases stroke risk, Russell took a blood thinner, which triggered four serious episodes of internal bleeding, each requiring hospitalization. Russell noted that he had to be "ultra-careful" not to fall, and limited ladder climbing and put a hold on bicycle riding.

In 2017, Russell's cardiologist, Craig Werner, MD, of Northeast Medical Group, referred him to electrophysiologist James Freeman, MD, co-director, Yale New Haven Hospital Heart and Vascular

Center's Atrial Fibrillation Program. Dr. Freeman shared information about a new, tiny umbrella-like metal device (WATCHMAN™) that could be implanted through a minimally invasive catheter within the heart's left atrial appendage to prevent clots from forming in the heart and causing stroke in people with AFib. With this device most patients can come off blood thinners and remain only on aspirin.

Russell received the device in 2017 at YNH through a minimally invasive procedure and was discharged the next day.

"So many of our patients, like Russell, with atrial fibrillation are at high risk for stroke but can't tolerate blood thinners and it is wonderful to offer them this safe and effective alternative and a chance to get back to their normal lives," said Dr. Freeman.

Russell is back to bike riding, volunteers as a cook at the Bristol Senior Center and periodically provides construction estimates. "I have vitality that I didn't have before," said Russell. "I have a quality of life that is much, much better. I have my life back."



Bridgeport Hospital

Bridgeport Hospital is a non-profit 383-bed urban teaching hospital and home to the second inpatient campus of Yale New Haven Children's Hospital. Affiliated with Yale School of Medicine, the hospital operates the only burn center in Connecticut – The Connecticut Burn Center. Bridgeport Hospital is certified by the Joint Commission as a Primary Stroke Center and approved by the American College of Surgeons Commission on Cancer as a teaching hospital cancer program.

2018 Bridgeport Hospital Highlights

Bridgeport Hospital continued to provide its communities with access to patient-centered, accessible care through clinical innovation, improved patient safety and quality care while maintaining strong financial performance.

Clinical programs and service locations designed to meet patients' needs included the opening of a modernized neonatal intensive care unit at the Bridgeport campus of Yale New Haven Children's Hospital in February. The unit provides high-quality, family-centered care through 10 private rooms, eight semi-private rooms and an overnight room for families. The hospital also engaged in a number of activities and events focusing on diversity and inclusion education and awareness for employees. For its contributions, the hospital received the George Bellinger Corporate Award from the Greater Bridgeport NAACP for being a leader in diversity and inclusion with a focus on community outreach and professional development.



Advanced heart care

Bridgeport Hospital became one of the first hospitals in Connecticut to offer the world's smallest pacemaker for bradycardia. The Micra Transcatheter Pacing System offers patients the most advanced pacing technology at one-tenth the size of a traditional pacemaker. In addition, the structural heart program performed its 100th Transcatheter Aortic Valve Replacement procedure in September. The program is the only one in Connecticut with a zero mortality rate among its first 100 patients.

Space OAR

Urologists at Bridgeport Hospital were among the first in Fairfield County to use Space OAR, a newly FDA-approved protective gel, to safeguard healthy surrounding tissue during radiation treatment for prostate cancer. The Urology program also introduced blue light technology to increase accuracy in targeting and eradicating cancer cells.

Catalys Laser

Bridgeport Hospital was the first Yale New Haven Health hospital to use the Catalys femtosecond laser for cataract surgery. The laser provides the surgeon with unprecedented precision and safety during the removal of the clouded lens and replacement with a clear artificial lens.

Park Avenue Medical Center

Park Avenue Medical Center expanded access with extended hours, more services and additional medical providers including



Northeast Medical Group primary care; a Smilow Cancer Hospital head and neck cancer clinic and clinical research support laboratory; general surgery; urologic gynecology; plastic and reconstructive surgery; and Yale New Haven Children's Hospital nephrology, otolaryngology, allergy/immunology and adolescent gynecology programs.

National accolades

Many of Bridgeport Hospital's clinical programs garnered national recognition for their positive patient outcomes and attention to the patient experience. The American College of Surgeons Commission on Cancer presented an Outstanding Achievement Award to the hospital, one of only 16 U.S.-accredited cancer programs to receive the award. The Committee on Trauma of the American College of Surgeons extended the hospital's national verification as a trauma center through February 2021 – a recognition Bridgeport Hospital has maintained for nearly 30 years.

The American Heart Association/American Stroke Association bestowed top honors to the hospital for meeting quality measures to reduce the time between the patient's arrival at the hospital and treatment with tPA. The Connecticut Hospital Association gave its annual excellence award to the hospital for enhancements in the care of hospitalized patients with critical hypoglycemia. For consistently high patient satisfaction scores, Press Ganey honored the Yale New Haven Hospital Rehabilitation and Wellness Center at Milford Hospital with its Guardian of Excellence Award. The Geriatric and Palliative Care team received the 2018 International Empathy Amplified Award recognizing those who transform care through courtesy, communication and compassion.



Greenwich Hospital

Greenwich Hospital is a non-profit, 206-bed community teaching hospital, affiliated with Yale School of Medicine. It was the first Connecticut hospital to receive the Joint Commission Gold Seal of Approval for adhering to strict standards for excellence and safety in spinal fusion and total hip and knee replacement. As a progressive regional healthcare center, it includes Smilow Cancer Hospital's Greenwich Hospital campus and is recognized throughout the healthcare industry as a leader in service and patient satisfaction excellence.

2018 Greenwich Hospital Highlights

Strong clinical and financial performance advanced Greenwich Hospital's commitment to high-quality, patient-centered care during the year. A member of Yale New Haven Health since 1998, Greenwich Hospital focused on enhancing clinical services and value to patients served.

Given relentless focus on quality and safety, the hospital achieved positive outcomes, successful survey visits and accreditations. The impact of High Reliability Organization practices significantly reduced serious safety events and inpatient readmissions due to pneumonia. The hospital also joined a Yale New Haven Health initiative to ensure safe, effective pain management while discouraging the overuse or abuse of opioids. The Commission on Cancer granted Greenwich Hospital a three-year accreditation for the cancer program and the National Accreditation Program for Breast Centers awarded accreditation to the breast cancer program.



As a Magnet-designated organization, Greenwich Hospital continued to practice nursing excellence. Major accomplishments included the completion of two nursing research studies in addition to self-care and resiliency initiatives. The hospital graduated its first class of the perioperative nurse residency program, an in-house training program that addresses a national shortage of operating room nurses.

Children's emergency services

A highlight of the year was pediatric care provided through the Emergency Department. Teaming up with expert pediatric emergency medicine physicians at Yale New Haven Children's Hospital, Greenwich Hospital created the region's most advanced children's emergency services in a child-friendly setting that included a waiting area designed exclusively for children.

Northeast Medical Group Multispecialty Center in Rye Brook

With the health system's multispecialty physician practice, Greenwich Hospital opened the Northeast Medical Group Multispecialty Center in Rye Brook, New York, to include services such as pediatrics, primary care, laboratory services, walk-in X-ray imaging, specialty care services and a multidisciplinary limb preservation program.

Advanced breast care

Bringing the latest technology to enhance cancer care at the Breast Center at Smilow Cancer Hospital's Greenwich Hospital Campus, the hospital added two state-of-the-art diagnostic machines that

make biopsy retrieval faster, more comfortable and extremely accurate. The systems reduce the time a patient is under breast compression by at least 25 percent.

National recognition for world-class care

In recognition of its high-quality, patient-centered care, the hospital received the American Heart Association and American Stroke Association quality award for higher stroke standard of care; the Women's Choice Award as one of America's Best Hospitals for patient experience, breast center and obstetrics and bariatric surgery; and Press Ganey's Guardians of Excellence Award for patient satisfaction in outpatient services.

Lawrence + Memorial Hospital

Founded in 1912, Lawrence + Memorial (L+M) Hospital is a 308-bed, not-for-profit, general acute care hospital that provides medical, surgical, pediatric, psychiatric and obstetrical services to the communities of southeastern Connecticut, Fishers Island, New York, and Washington County, Rhode Island. As the cornerstone of Lawrence + Memorial Healthcare, which includes Westerly Hospital and the Visiting Nurses Association of Southeastern Connecticut, L+M offers cardiac acute, step-down and rehabilitation programs and is the only eastern Connecticut hospital that performs emergency and elective angioplasty. The Smilow Cancer Hospital Care Center in Waterford provides medical oncology services, gynecological oncology and radiation oncology to area residents.



2018 Lawrence + Memorial Hospital Highlights

Into its second year of affiliation with Yale New Haven Health, Lawrence + Memorial Hospital demonstrated measurable improvement in operating performance, expanded its scope of clinical services and strengthened the medical staff. The hospital focused on patient care, quality, safety and service improvement as well as community health. The American Heart Association/American Stroke Association recognized L+M for its high standards related to stroke care with the organization's "Gold Plus" award.

To improve access to health care in the New London area, the hospital expanded its primary care network by adding five providers. Other key specialty recruitments included general surgery, cardiology, obstetrics/midwifery, urology, vascular surgery and pulmonology.

Clinical enhancements

Building cancer programming to meet the region's need, the hospital recruited new oncologists and added clinical research trials for patients at Smilow Cancer Hospital Care Center in Waterford. Other clinical enhancements included: enhancements to women's health services with the addition of an obstetrics-midwifery care model; the opening of the critical limb ischemia program at the Pequot Medical Center plus the pulmonary outpatient clinic and urology practice, both in partnership with Yale Medicine.

Facility improvements

To ensure a high quality, patient care environment, facility and infrastructure improvements included replacement of the cardiac cath lab and power plant and equipment upgrades. In addition, the

new urology clinic moved to renovated, more accessible space on the hospital's main campus.

Safety initiatives

As part of Yale New Haven Health, the hospital joined in systemwide quality and safety issues. Staff implemented a common structure for safety huddles to align with the rest of the health system to ensure continuity. With a focus on Serious Safety Events during the year, teams expanded High Reliability Organization training to physicians and advanced practice providers. The hospital also reduced acute myocardial infraction readmissions as part of another key systemwide quality initiative.

Building healthy communities

The hospital continued to invest in community-building efforts that promoted healthy communities. L+M contributed \$50,000 to FRESH in New London – a program that introduced fresh fruits and vegetables into underserved areas. Staff also donated time at the United Way Mobile Food Pantry, where social determinant screening and on-site case management were provided. In addition, the hospital continued community initiatives in the areas of asthma, HIV outreach, maternal and child health, breast and cervical cancer, cardiovascular disease prevention, opioid addiction and health literacy.

Through its affiliation with Yale New Haven Health, L+M continued to improve its performance in Fiscal Year 2018 through strong clinical programs, a culture of patient safety and clinical quality, employee and physician engagement and healthy financial performance.



Westerly Hospital

Westerly Hospital is a 125-bed hospital that provides Washington (RI) and New London (CT) counties with family-centered medical care and a wide array of medical, surgical, laboratory and rehabilitative services. In addition, the hospital offers interventional pain management, wound care, an anti-coagulation clinic and cardiac pulmonary rehabilitation services. With 130 primary and specialty physicians, Westerly Hospital serves the entire community with family-centered medical care.

2018 Westerly Hospital Highlights

Westerly Hospital focused on engaging the workforce, collaborating with community partners to improve the health and well-being of area residents and strengthening both clinical and financial performance. YNHHS continued to invest in facility and infrastructure improvements this year, including renovations to the 45 Wells Street medical office facility.

The hospital received accreditation by the Joint Commission, and the hospital's emergency department received a Level III Opioid designation from the State of Rhode Island, which establishes a common foundation for treating opioid use disorder and overdose in Rhode Island hospitals and emergency departments.

Advanced procedures

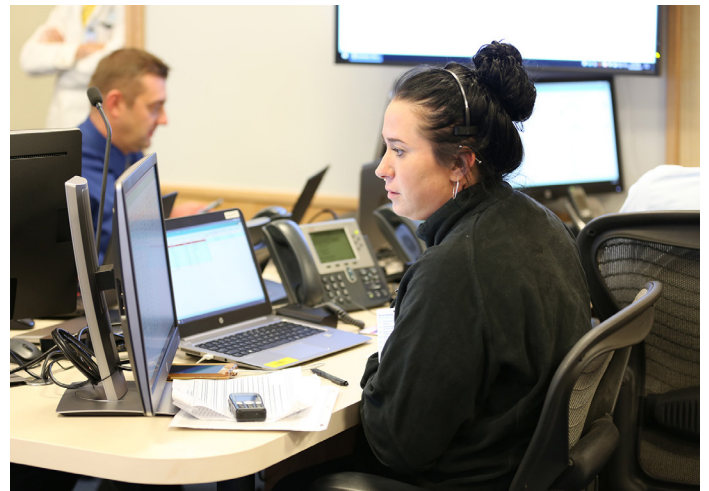
Extending telehealth capabilities that launched in the tele-ICU a year earlier, the hospital added tele-stroke and tele-neuro services in June. The Critical Limb Ischemia (CLI) program opened at the Pequot Medical Center, and vascular surgery was enhanced at both Westerly and Lawrence + Memorial hospitals with the recruitment of new surgeons and the introduction of new procedures.

Patient safety and clinical quality

Part of Yale New Haven Health, the hospital joined in systemwide quality and safety issues. Teams expanded High Reliability Organization training by focusing on physicians and advanced practice providers. Complementing high reliability principles, the teams committed to daily safety huddles designed to keep staff aware of issues and instill continuity with the rest of the health system. Efforts also contributed to a decrease in c. difficile infection rates as well as acute myocardial infarction readmissions.

Community health commitment

Westerly Hospital and the Westerly area Health Impact Collaborative continued their commitment to community health improvement in behavioral health. Efforts included increasing awareness of signs and symptoms of behavioral health conditions and community resources, increasing early identification and screenings for behavioral health conditions in all care settings and increasing



access to appropriate, quality behavioral health services by improving self-management among patients. Significant progress was made through community education activities and trainings in Youth Mental Health First Aid and suicide prevention. Westerly Hospital continued its Wellness Wednesday clinician-led public lecture series, which covered topics such as sleep disorders, carpal tunnel syndrome, diabetes and wound management. Underscoring its commitment to the community, Westerly Hospital provided a \$50,000 grant to South County Habitat for Humanity in order to renovate local properties and improve access to affordable housing in the community.

Yale New Haven Hospital

Yale New Haven Hospital (YNHH) 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 Schools of Medicine and Nursing and a major tertiary care center for acutely ill or injured patients. The hospital includes several outpatient centers and dozens of radiology and blood-drawing services throughout the state. Distinguished as a destination hospital, YNHH received recognition for safe, quality, patient-centered care. The Grimes Center was awarded the highest rankings on the Centers for

Medicare and Medicaid Services nursing home quality measures for the second time. The U.S. Health Resources and Services Administration presented YNHH with its platinum award in recognition of organ and tissue donation efforts in the hospital and community. The Rehabilitation and Wellness Center, a 24-bed facility located at Milford Hospital, received the Press Ganey Guardian of Excellence Award for Patient Excellence.

2018 Yale New Haven Hospital Highlights

Yale New Haven Hospital continued its commitment to deliver high-quality, patient-centered care by expanding access, improving safety and increasing patient volume in key services. The hospital's reputation resulted in top national rankings by *U.S. News & World Report* in nine adult specialties and nine pediatric subspecialties.

YNHH continued to treat many of Connecticut's most acute patients and experienced sustained periods of high inpatient census. To address the challenge, YNHH launched the Capacity Coordination Center. This innovative management system combines real-time data analytics with physical co-location of key operational services to enhance coordination, safety, quality, timeliness and efficiency in patient care. Dashboards displayed on monitors show real-time data and predictive analytics to help the hospital prepare for changes in patient volume or complex conditions.



Quality and safety activities focused on high reliability strategies and tools to reduce readmissions and hospital-acquired infections. Since 2014, the rate of serious safety events at YNHH declined by 83 percent. Several services including gastrointestinal, pharmacy, psychiatry, radiology, surgery and transplant went more than a year without a single serious safety event. Another area of focus, atrial myocardial infarction readmissions, declined 65 percent.

Advanced Neonatal Intensive Care

Yale New Haven Children's Hospital (YNHCH) opened one of the country's most advanced neonatal intensive care units (NNICU). YNHCH was the first academic medical center to offer couplet rooms in a NNICU, where mothers and their lower acuity babies can remain together. This innovative unit was a key factor in YNHCH's successful selection as one of the 20 most innovative children's hospitals in the United States by *Parents Magazine*. YNHCH also won the national Children's Hospital Association 2017 Pediatric Quality Award for developing and promoting a culture of safety and eliminating serious safety events.

Heart and Vascular Recognition

YNHH's Heart and Vascular Center received the distinguished three-star rating, the highest Composite Quality Rating, in four procedure categories from the Society of Thoracic Surgeons (STS) National Database. YNHH was the only cardiac center in Connecticut to be so highly ranked. Additionally, YNHH became the first Connecticut hospital and only one of 29 nationwide recognized as a Hypertrophic Cardiomyopathy Center of Excellence by the Hypertrophic Cardiomyopathy Association.



Center for Musculoskeletal Care

The Center for Musculoskeletal Care (CMC) opened the McGivney Advanced Surgical Center with six operating rooms and 23 pre- and post-operative beds. The CMC was the only one in the U.S. to earn all major certifications at the highest level for musculoskeletal care. A satellite program opened at the new Center for Musculoskeletal Care at the North Haven Medical Center in October.

Excellence in Community Service

For its efforts to improve the health and well-being of the residents of New Haven, the American Hospital Association gave the prestigious 2017 Foster G. McGaw Prize for Excellence in Community Service to YNHH in recognition of exceptional efforts to build programs that promote engagement, job growth and access to quality health care in the New Haven community. This year also marked the tenth anniversary of YNHH's partnership with Habitat for Humanity of Greater New Haven, completing the ninth and tenth YNHH-sponsored homes in the community.

Northeast Medical Group

Northeast Medical Group (NEMG), established in 2010, has grown to include almost 2,000 employees and over 1,000 medical professionals. NEMG is a system-wide, not-for-profit multispecialty medical group which includes physicians and advanced practice clinicians, as well as some hospital-employed physicians at Greenwich, Bridgeport, Yale New Haven, Lawrence + Memorial and Westerly hospitals.



2018 Northeast Medical Group Highlights

Over the past year, NEMG expanded its physician practices adding 84 physicians and 66 advanced practice clinicians. NEMG also addressed initiatives related to service and facility growth, clinical quality, patient satisfaction, consumerism, population health and employee engagement.

The Patient Experience Focus

Patient experience remained a top priority at all NEMG practices, with practices implementing initiatives that addressed patient satisfaction and service. One such initiative, ZocDoc online appointment scheduling, saw a 52 percent increase in booked appointments and contributed to improved patient satisfaction scores. By partnering with Bridgeport Hospital, NEMG looked at integrating clinical continuity efforts, which resulted in increased inpatient discharges by 3 percent over the previous year. Other related initiatives saw improvement in cardiology, gastrointestinal, radiology and pharmacy services at Yale New Haven Health hospitals. All primary care sites remained designated as patient-centered medical homes (PCMH) with level-three National Committee for Quality Assurance (NCQA) recognition, with ongoing work to achieve the Bronze Planetree Accreditation, representing the highest level of achievement in patient-centered care based on evidence and standards.

Care in the Community

Expanding access to healthcare services, NEMG opened two facilities: the 6,500-square-foot Westport Multispecialty

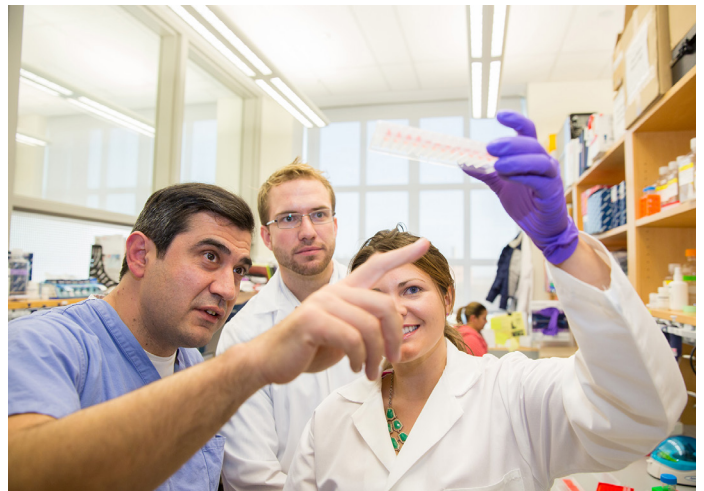
Center featuring primary care, cardiology, gastroenterology and endocrinology; and the 15,000-square-foot Multispecialty Center in Rye Brook, New York, a new primary care facility with walk-in care, pediatrics and rotating specialty services.

Population Health Initiative

NEMG committed to participating in the Medicare Shared Savings Program, which works to achieve better health for individuals, promotes population health and encourages investment in high quality, efficient services. NEMG monitored over 90 quality measures, implementing strategies to close quality gaps, enhance care coordination, manage medical costs, and improve clinical continuity as well as the patient experience. By successfully implementing population-based health efforts, NEMG practices saw improved outcomes in annual wellness visits, diabetic eye exams and depression screenings. More than 68 percent of eligible patients over the age of 65 received the annual wellness visit screening, which also provided the opportunity to close quality gaps such as diabetic eye exams screening. Also, 66 percent of eligible patients over the age of 12 had follow-up appointments for depression screenings.

Outreach Efforts

Community outreach efforts focused on health education. The NEMG Health Fair offered free health screenings, live cooking demonstrations and discussions on various health topics. Additionally, staff participated in the Be Smart, Don't Start smoking cessation program with the Boys & Girls Club of Connecticut, educating the community's youth on the dangers of tobacco use.



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

Center for Healthcare Solutions coordinates YNHHS emergency preparedness activities, provides emergency preparedness leadership and business continuity planning. Its Grants Resource Office helps identify and secure grants and provide project financial and management services.

Charge Capture/Price Master coordinates charge master reviews, charge capture and pricing strategies, and Medicaid and Medicare reimbursements.

Clinical Integration manages and coordinates clinical integration efforts across YNHHS, including the management and development of care coordination services for patient populations in value-based contracts.

Corporate Business Services coordinates and manages services to enhance the patient financial experience through patient access, health information management and patient accounts/billing. The department also provides professional billing services.

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 supports all campuses for the design, construction, renovation and operation of all buildings, and is responsible for 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 YNHHS hospitals.

Corporate Pharmacy Services coordinates pharmacy services across YNHHS, including operational and formulary standardization, clinical services and pharmacist practice model, procurement and contracting and medication safety and quality improvements.

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.

Diversity and Inclusion Office works to create an inclusive and supportive environment that embraces the diversity of employees, patients, families, physicians, visitors and community. The office includes an executive Diversity and Inclusion Committee and Diversity and Inclusion teams at each delivery network.

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 and develops relationships with community agencies and stakeholders.

Human Resources provides human resource, employee relations, recruitment and human resource information to YNHHS members. Compensation and Benefits handles information, background and monitors the standardization of compensation and benefits programs. HR Information Services supports manager self-service, employee self-service, tuition reimbursement, HR database and HR information technology.

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. The SYNAPSE simulation center provides simulation-enhanced, experiential learning opportunities to YNHHS.

Laboratory Medicine encompasses microbiology, chemistry, transfusion services, hematology, immunology, molecular diagnostics, virology and surgical pathology. The department also manages blood draw stations located throughout southern Connecticut.

Legal and Risk Services provides and coordinates a full range of legal and clinical 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, and oversees the YNHHS Physician Services and Referral Center.

Office of Strategy Management incorporates strategic planning, business development and internal consulting functions to focus on supporting initiatives from strategy to execution through data research and analysis, strategic planning and project management. The office also oversees the Certificate of Need process for YNHHS and supports new technology development.

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

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.

Specialty Pharmacy Services fills medication prescriptions for complex diseases or transplants and provides patients with services such as insurance authorization, medication management, disease-specific education, home delivery and financial counseling.

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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