



# Transformation through World-Class Care

Yale New Haven Hospital Annual Report | 2023

Yale  
NewHaven  
**Health**  
Yale New Haven  
Hospital

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# Overview and Mission

## Yale New Haven Hospital (YNHH) is the flagship hospital of Yale New Haven Health.

Yale New Haven Hospital (YNHH) is the flagship hospital of Yale New Haven Health. Well-known for programs in cancer, heart and vascular, pediatrics, psychiatry and transplantation, YNHH is the largest acute-care provider in southern Connecticut and one of the Northeast's major referral centers. YNHH has two New Haven-based inpatient campuses, and also includes Yale New Haven Children's Hospital. YNHH is the primary teaching hospital for Yale School of Medicine.

### Financial Performance

**\$4.64 billion**

Total Assets

**\$4.41 billion**

Net Revenue

### Across the Hospital

**15,340**

Employees

**5,855**

Medical Staff  
(active attending, residents and fellows)



## Our Mission

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

### Patient Care

**1,541**

Beds

**85,358**

Inpatient Visits

**1,726,827**

Outpatient Encounters  
(includes ED and OBS)

**154,352**

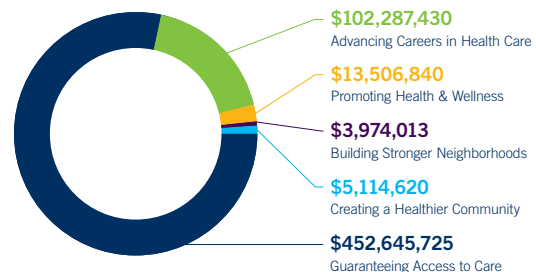
Emergency Department Visits



### 2022 Community Benefits

**\$577,528,628**

in financial and in-kind contributions through five wide-ranging programs



# Year-End Highlights

As a healthcare leader, YNHH works to remain at the forefront of clinical care by introducing new, innovative and proven techniques, procedures and equipment in order to set patients up for the best outcomes.

## Delivering World-Class Care

### Leading in innovation

As the flagship hospital for Yale New Haven Health, Yale New Haven Hospital prides itself on delivering world-class care to its patients through innovative programs, state-of-the-art technologies and new, inventive procedures.

For instance, Yale New Haven Hospital was the first in Connecticut to offer the Ion™ robotic bronchoscopy system helping physicians diagnose lung cancer earlier and more accurately, establishing a cutting-edge robotic bronchoscopy program.

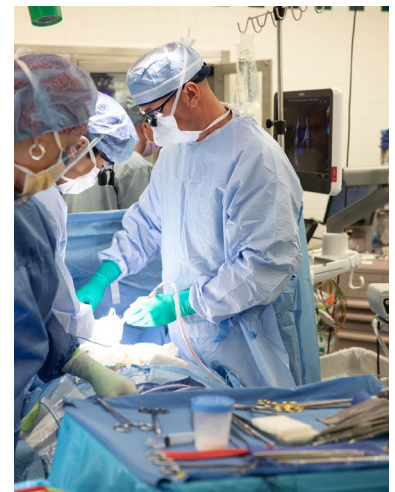
The Heart and Vascular Center (HVC) continued to excel. YNHH clinicians, along with health system partners, adopted the “high sensitivity troponin assay” test that can accurately and quickly

rule out heart attacks in patients with symptoms, preventing unnecessary procedures and shortening length of stay; for the fourth consecutive year, the YNHH HVC was awarded for excellence in mitral valve repair; and the American Nurses Credentialing Center named an HVC nurse Magnet Nurse of the Year® for Exemplary Professional Practice.

In addition, the Heart and Vascular Center (HVC) added a single-plane angiography unit, used for complex interventional radiology (IR) procedures, supporting image-guided, non-surgical treatments. Plus, a new state-of-the-art angiography unit was installed at the Saint Raphael Campus for interventional radiology procedures, often reducing the need for traditional surgery.



The Heart and Vascular Center (HVC) added a single-plane angiography unit, used for complex interventional radiology (IR) procedures.



The HVC surgery team at work.

## Ensuring health equity

Yale New Haven Hospital, along with YNHHS and organizations nationwide, continued work to eliminate healthcare disparities that can lead to differences in treatment and outcomes by taking steps to eliminate tests and procedures based on racial biology. Leaders launched the We Ask Because We Care campaign to support the collection of patient demographics and awareness of how this data is critical to efforts to eliminate healthcare disparities.



Leaders launched the We Ask Because We Care campaign.

## Among the nation's best

Yale New Haven Hospital continues to be recognized as among the nation's best healthcare providers in many areas. YNHHS ranked nationally in 8 of 16 specialties in the national *U.S. News & World Report's* annual "America's Best Hospitals" listing; more than 370 Yale New Haven Hospital-affiliated physicians were named to *Connecticut Magazine's* 2023 Top Doctors list; and YNHHS ranked 20th on the DiversityInc 2023 Top 50 Hospitals and Health Systems List in recognition of its commitment to excellence in key areas of diversity and inclusion management. Additionally, *Newsweek* magazine named YNHHS's Rehabilitation and Wellness Center a top Physical Rehabilitation Center for 2023, ranking it #4 in the Northeast and among the top 50 in the nation.



Newsweek magazine named YNHHS's Rehabilitation and Wellness Center a top Physical Rehabilitation Center.



## Excellence and innovation at YNHCH

*U.S. News and World Report* ranked YNHCH among the best children’s hospitals in the nation for five out of ten pediatric subspecialties and the Children’s Hospital celebrated its 30th anniversary. Plus, the Pediatric ECMO Program received the Extracorporeal Life Support Organization’s “Center of Excellence” designation for excellent outcomes in providing the ECMO life support therapy; the Pediatric and Adolescent Gynecology Program pioneered a program providing treatments to pediatric patients for gynecological conditions, drawing patients from throughout the region; and YNHCH partnered with AMR for new, state-of-the-art pediatric ambulances to provide the most efficient transportation to pediatric patients requiring critical care services and treatment.



## Leading the way in maternity care

Yale New Haven Hospital was also a leader in maternity care, ranking among the best in the nation by *Newsweek* and named a High Performing Hospital for Maternity Care by *U.S. News & World Report*. While this designation was for uncomplicated pregnancies, YNHCH also excels in the care of patients with complex circumstances (See Summer’s story).



## Summer’s Story

Twenty-six weeks into her pregnancy, doctors confirmed that 22-year-old maternity patient Summer began having contractions. Doctors noted she had excess amniotic fluid and ordered further testing at Yale New Haven Children’s Hospital’s Fetal Care Center. Doctors discovered a mass on the baby’s neck suppressing her airway. The team agreed that ex utero intrapartum treatment, also called an EXIT procedure, was the best path forward for mother and baby. With this procedure, the baby is delivered up to the shoulders and, while the placenta continues to supply the baby with oxygen, surgeons clear and stabilize the airway before fully delivering the baby. By operating while the baby is still supported by the mother, the baby avoids the risk of being born unable to breathe. A tube was placed through the baby’s mouth and into her airway so she could be placed on a ventilator to assist with breathing. After the 15-minute procedure, Summer’s baby girl was officially born. After several days in the NICU, the team operated again to successfully remove the mass, which was diagnosed as a teratoma, a benign formation that has low risk of returning.



Thanks to expert, innovative care in the YNHCH Fetal Care Center, Summer’s daughter is thriving at home with her family.

## Elevating a culture of excellence and accountability

### Addressing staff shortages with creativity and new programs

Staffing shortages continued to present widespread challenges throughout the healthcare industry - and Yale New Haven Hospital has been no exception. With reduced staffing numbers in the aftermath of the COVID pandemic and other factors, YNHH launched several initiatives to hire new talent in clinical and non-clinical positions.

Programs to attract external hires included social media campaigns with employees sharing why YNHH is a good place to work; and enhancing the “Good People Know Good People” program by increasing financial incentives for employees to recommend candidates for positions within the health system.

Internally, the hospital hosted Career Exploration Fairs providing employees with resources to advance their careers within the hospital and develop new career pathways to grow within their fields. With help from the CT Department of Labor and a federal grant, YNHH and the health system launched a program to train new Patient Care Associates (PCA). YNHH also continued to enhance its tuition reimbursement and loan forgiveness programs to encourage career advancement among employees.

### Appreciating employees

YNHH recognizes that its most important asset is its employees. Throughout the year, YNHH uses various programs and initiatives to recognize, reward and thank employees for their dedication and perseverance.

In 2023, *Becker's Healthcare Review* named Yale New Haven Health a Best Place to Work for its investment in employees' well-being, satisfaction and fulfillment. In addition, the hospital hosted the inaugural 10 Days of Gratitude employee recognition event, featuring activities throughout the hospital for all employees, such as wellness webinars, daily inspirational quotes, gifts and prize drawings.



Talent acquisition social media campaign aims to attract high-quality candidates.



The first program graduates of the PCA Apprenticeship Program are hard at work in their new roles.



Employees recognized during the inaugural 10 Days of Gratitude celebration.

## Safety, Quality and Excellence

Yale New Haven Hospital prides itself on delivering safe, quality care with excellence. Through a number of initiatives, the hospital continues to excel in these critical areas. Among them, YNHH continues to recognize medical units for preventing dangerous hospital-acquired infections.



Several YNHH units were welcomed into the 1,000 day club for surpassing 1,000 days without a catheter-associated urinary tract infection (CAUTI) or a central-line associated bloodstream infection (CLABSI).

## Safety initiatives recognized

Solutions for Patient Safety (SPS) recognized Yale New Haven Children's Hospital for its exemplary safety practices; and Medical Intensive Care Units at both YNHH campuses earned the Silver Beacon Award for Excellence from the American Association of Critical-Care Nurses, recognizing their use of evidence-based practices to improve patient outcomes and meet healthy work environment standards.



Medical ICU nurses celebrate winning the Silver Beacon Award for excellence.

## Beyond Beauty

Elevating a culture of excellence extends beyond direct clinical care. Also important is elevating the patient experience. A program launched at Smilow Cancer Hospital is all about boosting the patient's emotional wellbeing. The Beyond Beauty Program, a new workshop offered to Smilow patients, is designed to address the visual side effects, challenges and changes patients often experience during cancer treatments. The sessions, facilitated by licensed cosmetologists and certified hair and wig specialists, is sponsored by Smilow's Cingari Family Boutique and the Yale New Haven Hospital Auxiliary. Workshops are hosted at Smilow Centers around the state and addresses self-care topics with step-by-step lessons and best practices, while also building confidence and self-esteem that patients may lose as a result of the physical changes that can sometimes come with their treatment.



Patients share a laugh at a Beyond Beauty Program workshop sponsored by Smilow Cancer Hospital.



## YNHH and the community

Yale New Haven Hospital is an essential part of the community it serves. Through community-based programs, projects and initiatives that support and enhance the lives of those in the community, YNHH works to build a brighter, healthier future for everyone.

The annual Closer to Free bike ride continued to thrive, raising more than \$3.3 million for Smilow Cancer Hospital and Yale Cancer Center. The nearly 2,000 riders who participated in this signature event were pedaling for the same purpose: to help save lives by supporting cancer research and treatment. Many riders participated in person, completing routes ranging from 10 to 100 miles. Other participants joined virtually, riding their own routes at times and locations of their choosing.

## Community Benefits

As part of the hospital's mission to promote health and wellness throughout the Greater New Haven region, YNHH sponsors, develops and participates in a variety of community-based programs and services.

During 2022 (most recent year for which figures are available), YNHH managed \$577.5 million in financial and in-kind contributions through five wide-ranging programs: Guaranteeing Access to Care - \$445.3 million; Advancing Careers in Health Care - \$102.3 million; Promoting Health and Wellness - \$13.5 million; Building Stronger Neighborhoods - \$4.0 million; and Creating a Healthier Community - \$5.1 million.

Additionally, employees generously donated more than 2,650 pounds of food to help combat food insecurity in the local community during the 2023 Give Healthy food drive.



## Accelerating agile and intentional growth

### Making way for growth

After the initial groundbreaking in 2022 and a slow start due in part to the COVID pandemic, construction work began in earnest on the new Yale New Haven Hospital Neurosciences Center on the Saint Raphael Campus. Progress included the demolition of several buildings to make way for the 505,000 square foot center which will be the largest of its kind in the state and provide a unique setting for patients seeking innovative care for neurological conditions. The project includes the construction of an eight-story bed tower with 102 patient rooms and an underground garage.

### A look at the future

The Neuroscience Center and Bed Tower Project is expected to be completed in 2027. Already a leader in the treatment of neurovascular conditions, Yale New Haven Hospital will elevate its status as the premier leader in state and the region for care with the completion of the new neurovascular center. The development of the Neurosciences Center is being made possible by the extraordinary generosity of Denise Adams and her late husband, Stephen.



The before (left) and after (right) photos of the new 781-space Orchard Street Garage – part of the Neurosciences and Bed Tower project.



Renderings of the new Yale New Haven Hospital Neurosciences Center.

### Thanks to YNHH neurosurgeon, once-grounded pilot is ready to fly again

A local pilot whose debilitating headaches caused him to stop flying, visited the hospital as his condition worsened. Doctors at YNHH discovered his headaches and other symptoms were caused by an aggressive tumor growing on his brain stem which connects the brain to the spinal cord and controls vital functions such as breathing, heart rate and swallowing. To alleviate the spinal fluid pressure and reduce his headaches, doctors initially placed a shunt in his brain. Even though it was predicted to be an extraordinarily complex procedure, Jennifer Moliterno, MD, chief of Neurosurgical Oncology, clinical director of the Chênevert Brain Tumor Center, who reviewed the patient's images at Smilow Cancer Hospital, was confident that she could safely remove the tumor. One year later, after an extensive recovery and rehabilitation, the patient's headaches ceased and he was able to resume flying.



Helicopter pilot and U.S. Army veteran Joe Brennan is ready to fly again, a year after neurosurgeon Jennifer Moliterno, MD, removed a brain tumor originally thought to be inoperable.

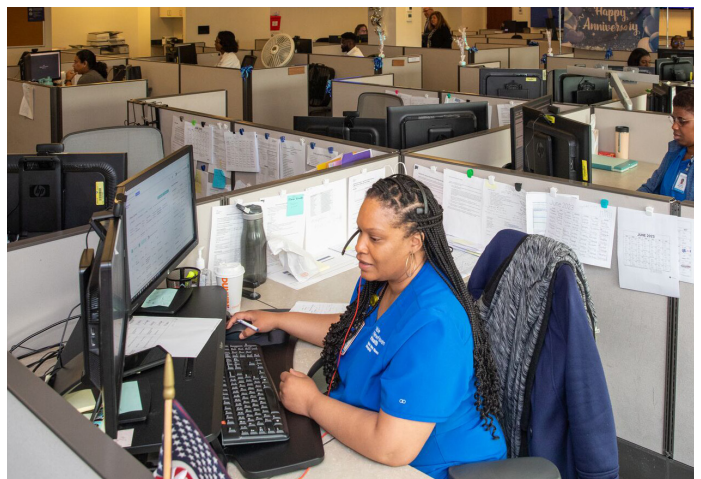
### Expanding to care for patients in new ways

Yale New Haven Hospital continued to expand and increase ways to treat patients outside of the traditional walls of the hospital setting. The Home Hospital Program celebrated its one-year anniversary of providing hospital-level care to 457 patients (throughout the health system) in a place most patients would rather be: home. To expand dental services to underserved communities, YNHH's Pediatric Dental Program officially launched a new mobile unit serving children ages 6 months to 18 years in the greater New Haven area, providing exams, cleanings and fluoride treatments.

YNHCH opened its new Children's Day Hospital offering an Intensive Outpatient Program providing specialized treatment for children experiencing significant behavioral health issues. New centers for Digestive Health, Neurology and Orthopedics opened on the North Haven medical campus. Shortly afterwards, a new retail pharmacy opened – both are part of the expansion of the North Haven Medical Center designed to enhance access to services for patients, families and employees.

YNHCH also expanded east by opening a new Pediatric Specialty Center in New London, the first in the area. The center represents the latest advance by YNHCH to enhance children's health care in the region. Digestive Health services continue to grow, opening a new center in Westbrook offering specialty care for colorectal, hernia, fatty liver disease and foregut issues, along with weight-loss services.

YNHH even increased services in the air by officially launching its second SkyHealth critical care transport helicopter, with YNHH critical care flight nurses and paramedics as the clinical crew.



Clinicians at Home Hospital mission control remotely monitor patients.

Growing to provide care in new places and spaces



SkyHealth times two! Yale New Haven added a second helicopter to its fleet.



New Children's Day Hospital provides special care for pediatric patients with behavioral issues.



YNHH's pediatric dental mobile unit provides dental treatments to children throughout the community.



New Digestive Health services in opened in North Haven and Westbrook.



New Pediatric Specialty Center - New London.

## Advancing Financial Stability

### Increasing access to services

In 2023, Yale New Haven Health launched the Strengthening Our CORE (Collaboration, Optimization, Resiliency, Efficiency) initiative that established teams across Yale New Haven Hospital and YNHHS to reposition the health system for the future by focusing on strategic priorities.

It involves employees in different areas throughout the health system exploring new ways to enhance operational efficiencies; foster innovation; and improve quality and safety for patients and employees.

Expanding access to services is one of the goals of the CORE initiative. Access 365 is a major component of CORE dedicated specifically to providing patients with greater, more timely access to services across the health system.

One focus area for improving patient access is radiology and increasing the number of appointments for imaging procedures. Several plans were put in place to improve in this area including standardizing scheduling templates, right-sizing appointment lengths and automating scheduling.



The State of CT approved a request for additional MRI CT scanners and PET CT machines.

### Driving quality and value

With the goal of advancing our mission to deliver high quality, coordinated and cost-effective care, Yale New Haven Health created a clinically integrated network (“CIN”). A subsidiary of YNHHS, the CIN will drive quality and value, help Yale New Haven Health create greater cohesion across the enterprise and work collaboratively with employed and independent providers to deliver exceptional care at a manageable cost.

These examples represent just the beginning of more creative and innovative initiatives to come that will continue to drive efficiency, improve operations and position Yale New Haven Hospital for continued growth and success.

### Enhancing operational efficiency

The new Transportation Logistics Hub was also launched last year. The Hub is designed to make it easier, faster and more efficient to arrange and track transportation for discharged patients across the health system and help free up much-needed hospital beds. When a patient is ready for discharge, a team member enters an order for transportation and using a software platform, a facilitator will locate the appropriate ambulance, wheelchair van or taxi that meets the patient’s needs.



Team members in the Transportation Hub enter orders for transport when a patient is ready to be discharged from the hospital.

# Financial Performance

## Consolidated Statement of Operations

Year ended September 30, (Amounts are in thousands)

	2023	2022
<b>Operating revenue</b>		
Net patient service revenue	3,672,458	\$3,477,826
Other revenue	736,204	561,840
Total operating revenue	4,408,662	4,039,666
<b>Operating expenses</b>		
Salaries and benefits	1,703,101	1,651,111
Supplies and other	2,598,165	2,443,967
Depreciation and amortization	100,344	119,737
Insurance	40,915	33,381
Interest	24,773	19,754
<b>Total operating expenses</b>	<b>4,467,298</b>	<b>4,267,950</b>
<b>(LOSS) INCOME FROM OPERATIONS</b>	<b>(58,636)</b>	<b>(228,284)</b>
<b>Non-operating losses and gains:</b>		
(Loss) Income from investments, donations and other, net	97,390	(289,576)
Pension costs other than service cost	(4,805)	2,578
Change in fair value of swap, including counterparty payments	15,572	46,984
Total non-operating gains, net	208,157	(240,014)
<b>EXCESS OF REVENUE OVER EXPENSES</b>	<b>149,521</b>	<b>(\$468,298)</b>

# YNHH Leadership

(As of 9/30/23)

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Victoria Dahl Vickers\*

†Deceased

\*YNHHS employees with significant YNHH roles

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(As of 9/30/23)

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#### Urology

Isaac Kim, MD, PhD, Chief

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Physician-in-Chief, Smilow Cancer Network

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Shirvinda Wijesekera, MD

Ena Williams, RN

Kaye Zuckerman, MD

†Deceased

\*YNHHS employees with significant YNHH roles





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