Dear Friends and Colleagues,

To many, it may seem as if the year 2021 was simply a continuation of the surreal year we all experienced in 2020. Since the onset of the COVID-19 pandemic, our hospital, health system community and nation have experienced tremendous tragedy, fear and loss. In spite of it all, our employees and medical staff continue to demonstrate an unwavering commitment to patient care…and to one another.

The battle against COVID took a significant turn with the introduction of safe and effective vaccines, which was made available to our employees and medical staff starting in December 2020. By March, we were making vaccinations available throughout the communities we serve along with a robust testing enterprise. As the numbers of COVID inpatients began to decrease, we were able to look forward and reopen patient care areas that had been repurposed during the height of the pandemic. We also refreshed plans for many operating and capital plans that had been moved off the front burner during the height of COVID.

Our patients have come back to our hospital in strong numbers, many for care they may have put off during the height of the pandemic. We joined others in healthcare organizations across the country in facing challenges of extraordinarily high patient census and unprecedented staffing challenges as weary healthcare employees began to leave full-time employment in record numbers. We continued to pursue innovative and creative ways to care for our patients, while supporting our employees and providing them with the resources and tools they deserve.

Through it all, our employees and physicians repeatedly met incredible challenges with great strength, impressive skill and infinite compassion. We are extremely proud of our Healthcare Heroes and especially grateful for their commitment and all they have done to care for our patients and families.

Our achievements in fiscal 2021 also would not have been possible without the dedication and guidance of our board members and the generous support of our donors and community members.

As we move forward and anticipate developing our new normal, we will continue to strive to lead the way in our community, our state and our region to provide the best patient care and caring that our patients expect and deserve.

Marna P. Borgstrom  Mary C. Farrell  Keith B. Churchwell  Alan H. Friedman
Chief Executive Officer  Chair, Board of Trustees  President   Chief Medical Officer
Overview and Mission

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 campuses, and also includes Yale New Haven Children’s Hospital, Yale New Haven Psychiatric Hospital and Smilow Cancer Hospital. YNHH is the primary teaching hospital for Yale School of Medicine.

Our Mission

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

Financial Performance

$5.36 billion
Total Assets

$3.8 billion
Net Revenue

0.76%
Operating Margin

Patient Volume

1,541
Beds

82,475
Inpatient Visits

2.2 million
Outpatient Encounters

130,353
Emergency Department Visits

Across the Hospital

15,442
Employees

5,454
Medical Staff
Year-End Highlights

Innovative Medicine with Patient-Focused Care

Yale New Haven Hospital focuses on preventive medicine, immediate treatment and chronic disease management with one goal in mind: healthy outcomes. Plus, keeping the patient and family experience at the core, we implement programs and products to make it easier for people to access the latest medical treatments, advanced research and innovations.

Clinical innovation

YNHH’s Pulmonary Function Testing program is one of few in the nation to offer the invasive cardiopulmonary exercise test (iCPET) which shows heart, lung, muscle and blood vessel function during exercise.

The Neonatal Intensive Care Unit (NNICU) at Yale New Haven Children’s Hospital introduced a state-of-the-art neonatal Embrace MRI machine.

YNHH was the only Connecticut medical center to offer Holmium laser enucleation of the prostate (HoLEP), a minimally invasive procedure requiring no incisions.

A urologist completed the 100th surgery at YNHH using this laser technique to relieve benign prostate hyperplasia (enlarged prostate).

Integrated, Patient-Focused Care

A new Bilingual Competency Program helps staff communicate with patients with limited English proficiency while enhancing care quality and patient safety.

The Heart and Vascular Center performed its 500th heart transplant. Additionally, Yale New Haven Children's Hospital became the first hospital in Connecticut and Rhode Island to perform a successful UNOS (United Network of Organ Sharing) — sanctioned heart transplant in a pediatric patient.

Yale New Haven Children's Hospital's Neonatal Intensive Care Unit piloted the use of clear face masks during the COVID-19 pandemic.
Quality and Safety
In the fight against C. difficile, and infection of the large intestine, YNHH created a system-wide strategy using a “bundle” of evidence-based protocols and procedures, including screening, testing and treating incoming patients for the condition, monitoring treatment times and a targeted cleaning process.

YNHH converted all portable oxygen tank regulators to the OxyTOTE system with enhanced patient safety features such as a digital display and low oxygen level alerts.

YNHH introduced a new toolkit standardizing policies, procedures and clinical resources to combat central line-associated bloodstream infections (CLABSIs).

Improving Access to Care
YNHH expanded plans for the new Neurosciences Center of Excellence and Bed Tower Project, which will provide a unique setting for patients seeking innovative neurosciences care, from treatment for movement disorders to procedures for neuro-regeneration.

In response to a new federal law designed to enhance transparency and improve communication between clinicians, patients and caregivers, clinicians’ notes became available to patients through the MyChart accounts. This include notes regarding medical history and physicals, imaging, laboratory and pathology report narratives, and procedure and progress notes.

The new location for the Winchester Center for Lung Disease opened, offering innovative services for patients with respiratory conditions. The expanded center with additional exam rooms and procedure spaces, plus pulmonary function testing and research labs, helped the hospital respond to the needs of post-COVID patients.
Building Healthy Communities

YNHH is an essential part of the community we serve. Our vision is to build a brighter, healthier future for everyone through community-based programs and projects and by leading initiatives that support and enhance the lives of those in our community.

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 wide variety of community-based programs and services. During 2020, YNHH managed $538.6 million in financial and in-kind contributions through five wide-ranging programs:

Guaranteeing Access to Care - provided $412.3 million including free or discounted healthcare services to more than 38,899 eligible people at a loss of $161.7 million; under-reimbursed services for 341,959 Medicaid beneficiaries at a loss of $250.7 million; and subsidized clinical programs at a loss of $10.6 million.

Advancing Careers in Health Care - provided $97.1 million to healthcare education programs that train individuals to become medical professionals.

Promoting Health and Wellness - provided $13.1 million to local health education programs, support groups, health fairs and community organizations that help make New Haven a healthier place to live and work.

Building Stronger Neighborhoods - provided $3.4 million to support social determinants of health including food security, job training, affordable housing programs and economic development.

Creating Healthier Communities - provided $2 million in funds and in-kind services to not-for-profit organizations unaffiliated with the hospital.

Medical staff community project grants

Members of YNHH’s medical staff support grants for community projects each year. For 2021, the grants supported initiatives to help those most in need in our community:

Project Access helps people who face multiple barriers receive the medical care they need.

Food as Health provides assistance, tools to help people manage diabetes.

Through Habitat for Humanity, medical residents helped community members build strong foundations. While in-person participation was limited, physicians funded a grant to support additional Habitat builds.
Community Projects

YNHH, along with Fair Haven Community Health Care and Cornell Scott Hill Health Center, coordinated the opening of a new “one-stop shop” primary care hub on Long Wharf in New Haven.

A new screening 3-D Mammography and Breast Ultrasound Van rolled out, bringing world-class breast imaging expertise to women in the local community.

Hundreds of YNHH employees, along with other Yale New Health staff donated 22,550 pounds of food to hunger-relief organizations during the health system's first #GiveHealthy virtual food drive.

Closer to Free 2021

To adhere to social distancing guidelines, the annual Closer to Free bike ride was a virtual event for the second year. The event raised $2.1 million in gifts and donations.

With the Greatest of Care

Yale New Haven launched the “With the Greatest of Care” series of advertisements to spotlight the high level of expert and compassionate care provided to our communities. The campaign features employees and physicians from YNHH and throughout the health system on billboards and in television commercials, print and digital ads and social media.
Awards and Recognition

U.S. News & World Report Best Hospitals 2021-22

Yale New Haven Hospital ranked nationally in 8 of 15 specialties. Yale New Haven Children’s Hospital was named among the best children’s hospitals in the nation for 6 out of 10 pediatric subspecialties.

Magnet Recognized

For the third time in a row, YNHH achieved the prestigious Magnet designation from the American Nurses Credentialing Center. YNHH is among the seven percent of hospitals nationwide to achieve the designation.

Best Workplace for Commuters

For the ninth consecutive year, YNHH was designated as one of the nation’s Best Workplaces for Commuters.

Top Doctors

Connecticut Magazine honored more than 600 Yale New Haven Health physicians in its 2021 “Best Doctors” issue, including hundreds from YNHH.

Diversity, Inc.

Named a Top Company for Hospitals & Health Systems for its commitment to diversity and inclusion.
## Financial Performance

### Consolidated Balance Sheet

Year ended September 30, (Amounts are in thousands)

<table>
<thead>
<tr>
<th>Assets</th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>$ 239,003</td>
<td>$ 327,247</td>
</tr>
<tr>
<td>Short-term investments</td>
<td>2,597,921</td>
<td>2,068,491</td>
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<tr>
<td>Patient receivables</td>
<td>395,010</td>
<td>388,957</td>
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<tr>
<td>Professional liabilities insurance recoveries receivable</td>
<td>41,081</td>
<td>37,879</td>
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<tr>
<td>Other assets</td>
<td>185,378</td>
<td>176,592</td>
</tr>
<tr>
<td>Assets limited as to use – debt service fund</td>
<td>5,719</td>
<td>5,689</td>
</tr>
<tr>
<td><strong>Total current assets</strong></td>
<td>3,464,112</td>
<td>3,044,855</td>
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<tr>
<td><strong>Assets limited as to use</strong></td>
<td>151,601</td>
<td>121,285</td>
</tr>
<tr>
<td><strong>Long-term investments</strong></td>
<td>137,415</td>
<td>155,474</td>
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<tr>
<td><strong>Professional liabilities insurance recoveries receivable</strong></td>
<td>100,199</td>
<td>93,780</td>
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<tr>
<td><strong>Right of use assets</strong></td>
<td>157,182</td>
<td>158,432</td>
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<tr>
<td><strong>Other assets</strong></td>
<td>225,830</td>
<td>204,226</td>
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<tr>
<td><strong>Property, plant and equipment</strong></td>
<td>1,082,839</td>
<td>1,109,597</td>
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<tr>
<td><strong>Goodwill</strong></td>
<td>45,040</td>
<td>45,040</td>
</tr>
<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td><strong>$5,364,218</strong></td>
<td><strong>$4,892,689</strong></td>
</tr>
</tbody>
</table>
### Consolidated Balance Sheet

Year ended September 30, (Amounts are in thousands) 2021 2020

<table>
<thead>
<tr>
<th>Liabilities and Net Assets</th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable and accrued expenses</td>
<td>$551,769</td>
<td>$566,544</td>
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<tr>
<td>Current portion of long-term debt</td>
<td>11,123</td>
<td>10,713</td>
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<tr>
<td>Current portion of finance lease obligations</td>
<td>3,173</td>
<td>2,989</td>
</tr>
<tr>
<td>Current portion of professional liabilities</td>
<td>41,081</td>
<td>37,879</td>
</tr>
<tr>
<td>Variable rate debt classified as current</td>
<td>183,741</td>
<td>191,788</td>
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<tr>
<td>Other liabilities</td>
<td>283,619</td>
<td>151,735</td>
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<tr>
<td><strong>Total current liabilities</strong></td>
<td>1,095,310</td>
<td>979,842</td>
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<tr>
<td>Long-term debt, net of current portion and deferred financing costs</td>
<td>532,899</td>
<td>537,273</td>
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<tr>
<td>Long-term finance lease obligations, net of current portion</td>
<td>31,229</td>
<td>34,468</td>
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<tr>
<td>Accrued pension and post-retirement benefit obligations</td>
<td>204,902</td>
<td>255,891</td>
</tr>
<tr>
<td>Professional liabilities, net of current portion</td>
<td>162,508</td>
<td>157,917</td>
</tr>
<tr>
<td>Other liabilities</td>
<td>393,954</td>
<td>560,880</td>
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<tr>
<td><strong>TOTAL LIABILITIES</strong></td>
<td>2,557,670</td>
<td>2,703,703</td>
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<tr>
<td><strong>Net assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Without donor restrictions</td>
<td>2,646,811</td>
<td>2,064,708</td>
</tr>
<tr>
<td>With donor restrictions</td>
<td>159,737</td>
<td>124,278</td>
</tr>
<tr>
<td><strong>Total net assets</strong></td>
<td>2,806,548</td>
<td>2,188,986</td>
</tr>
<tr>
<td><strong>TOTAL LIABILITIES AND NET ASSETS</strong></td>
<td>$5,364,218</td>
<td>$4,892,689</td>
</tr>
</tbody>
</table>
## Consolidated Statement of Operations

Year ended September 30, (Amounts are in thousands)

<table>
<thead>
<tr>
<th></th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operating revenue</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net patient service revenue</td>
<td>$3,259,663</td>
<td>$2,935,575</td>
</tr>
<tr>
<td>Other revenue</td>
<td>541,651</td>
<td>531,001</td>
</tr>
<tr>
<td>Total operating revenue</td>
<td>3,801,314</td>
<td>3,466,576</td>
</tr>
<tr>
<td><strong>Operating expenses</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries and benefits</td>
<td>1,452,802</td>
<td>1,378,359</td>
</tr>
<tr>
<td>Supplies and other</td>
<td>2,188,693</td>
<td>1,964,644</td>
</tr>
<tr>
<td>Depreciation and amortization</td>
<td>119,956</td>
<td>119,004</td>
</tr>
<tr>
<td>Insurance</td>
<td>41,777</td>
<td>46,121</td>
</tr>
<tr>
<td>Interest</td>
<td>20,491</td>
<td>21,508</td>
</tr>
<tr>
<td>Total operating expenses</td>
<td>3,823,719</td>
<td>3,529,636</td>
</tr>
<tr>
<td><strong>INCOME FROM OPERATIONS</strong></td>
<td>(22,405)</td>
<td>(63,060)</td>
</tr>
<tr>
<td><strong>Non-operating losses and gains</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Income from investments, donations and other, net</td>
<td>477,958</td>
<td>134,871</td>
</tr>
<tr>
<td>Pension costs other than service cost</td>
<td>1,515</td>
<td>—</td>
</tr>
<tr>
<td>Change in fair value of swap, including counterparty payments</td>
<td>15,484</td>
<td>(24,922)</td>
</tr>
<tr>
<td>Total non-operating gains, net</td>
<td>494,957</td>
<td>109,949</td>
</tr>
<tr>
<td><strong>EXCESS OF REVENUE OVER EXPENSES</strong></td>
<td>$472,552</td>
<td>$46,889</td>
</tr>
</tbody>
</table>
Trial and Triumph: The COVID Pandemic Response

The COVID-19 pandemic has tested the resilience, and proved the resolve of our hospital, employees, patients and community. As YNHH moved into 2021 and the second year of the pandemic, YNHH continued to focus on treating COVID patients, but also turned its attention to vaccinating employees and the community. The number of COVID cases at YNHH, the health system and the state climbed and then declined throughout 2021. YNHH, in the true fashion of resilient Heroes, continued to be compassionate, innovative and skilled at meeting the challenges presented by COVID.

Pandemic response by the numbers

- 5,111 COVID inpatients admitted
- 399,277 Vaccinations
- 4,805 COVID inpatients discharged to community
- 272,831 Telehealth visits
- 586,089 COVID tests administered
### December 2020

The Pfizer COVID vaccine becomes available to employees. Beginning with front-line employees, thousands are vaccinated as YNHHS launches the Crush COVID vaccination internal and external marketing campaign.

### January 2021

YNHH, as part of Yale New Haven Health System, helped arm community members against COVID-19 by setting up community vaccination clinics. The health system opens community vaccination clinics across the state and, within the first few days, had vaccinated more than 4,000 people.

Selected by the State of Connecticut to lead the pediatric COVID vaccination enterprise, Yale New Haven Children's Hospital distributes the vaccine to pediatricians' offices across the state.

### March 2021

YNHH marks one year of the fight against COVID-19 as the first YNHH patient was admitted on March 8, 2020. During first year, YNHH administers 448,579 tests and discharges 4,891 COVID-19 patients.

The Virology lab continues to use its own COVID-19 test, which met stringent FDA requirements.

Many YNHH employees, clinical and non-clinical, staff the health system’s COVID-19 Call Center, which marks one year of serving the public and staff.
2021: The year of vaccinations

June 2021

YNHCH launches the Children’s Post-COVID Comprehensive Care Program for children experiencing persistent symptoms following COVID-19 infection.

YNHH’s longest running COVID-only unit, North Pavilion (NP) 15 is restored to its original function as a Surgical Oncology unit. Leaders and staff hold a brief commemoration program, where YNHH President Keith Churchwell, MD, shares remarks.

July 2021

Yale New Haven Health System announced that all employees were required to be vaccinated against COVID-19 as part of the public measure to reduce the spread of the virus.

September 2021

Yale New Haven Health System begins offering COVID-19 vaccination boosters to employees and the community.
YNHH Leadership
(As of 9/30/21)

YNHH Board of Trustees

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Marna P. Borgstrom, CEO
Nancy Brown, MD
Vincent A. Calarco
Keith Churchwell, MD, President
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Vincent Tammaro, Treasurer
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Chief Executive Officer
Marna P. Borgstrom*

President
Keith B. Churchwell, MD*

Chief Clinical Officer and Executive Vice President
Thomas J. Balcezak, MD*

Executive Vice Presidents

Executive Vice President and Chief Operating Officer
Michael Holmes

Executive Vice President and Chief Financial Officer
Vincent Tammaro*

Senior Vice Presidents

Senior Vice President, Treasury, and Chief Investment Officer
Michael Angelini*

Senior Vice President, Chief of Staff and General Counsel
William J. Aseltyne*

Senior Vice President, Clinical Operations
Lorraine Lee*

Senior Vice President, Operations
Richard Listano

Senior Vice President, Operations and Executive Director, Heart and Vascular, Transplant, Medicine and Radiology Services
Francine LoRusso, RN

Senior Vice President, Finance
Patrick McCabe*

Senior Vice President and Chief Human Resources Officer
Kevin A. Myatt*

Senior Vice President, Corporate Finance
Thomas Newman*

Senior Vice President and Chief Policy and Communications Officer
Vincent P. Petrini*

Senior Vice President, Oncology Services, and Executive Director, Smilow Cancer Hospital
Lori Pickens

Senior Vice President and Chief Clinical Operations Officer
Ian Schwartz, MD*

Senior Vice President, Ambulatory Services and Executive Director, Women’s and Children’s Services
Cynthia Sparer*

Senior Vice President, Technology Services, Chief Information Officer
Lisa Stump*

Senior Vice President, Human Resources
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Robert B. Hutchison III*

Vice President, Development
Steven Jacob (Interim)

Vice President, Surgical Services
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Vice President, Digestive Health
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Vice President, Post-Acute Services
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Vice President, Care Signature
Deborah Rhodes, MD

Vice President, Ambulatory Care
Michael Schaffer

Vice President, Patient Financial Services
Sharlene Seidman*

Vice President, Patient Services, Behavioral Health and Emergency Medicine
Mark Sevilla, RN

Vice President, Patient Services, Smilow Cancer Hospital
Kim Slusser, RN

Vice President, Disease Centers and Deputy Director, Smilow Cancer Hospital
Kevin Vest

Vice President, Accreditation and Regulatory Affairs
Victoria Dahl Vickers*

Administration

Center for Outcomes, Research Evaluation
Jennifer Mattera

Corporate Supply Chain Management
Jacqueline Epright*
### YNHH Leadership

<table>
<thead>
<tr>
<th>Department</th>
<th>Leadership</th>
</tr>
</thead>
<tbody>
<tr>
<td>Digestive Health</td>
<td>Joseph Mendes, Kevin Larsen</td>
</tr>
<tr>
<td>Safety and Quality</td>
<td>Alison Vail*</td>
</tr>
<tr>
<td>Oncology Services</td>
<td>Monica Fradkin, RN, Michele Kelvey-Albert, Victoria Murray, Lisa Shomsky, RN</td>
</tr>
<tr>
<td>Emergency Services</td>
<td>Beth Liebhardt, RN</td>
</tr>
<tr>
<td>Facilities Design and Construction</td>
<td>Mario Vieira*</td>
</tr>
<tr>
<td>Heart and Vascular</td>
<td>Elizabeth Fletcher, RN</td>
</tr>
<tr>
<td>System Laboratory</td>
<td>Veronica Fraser*</td>
</tr>
<tr>
<td>Patient Services</td>
<td>Rodney Slaughter</td>
</tr>
<tr>
<td>Hospitalist Services</td>
<td>William Cushing, PA</td>
</tr>
<tr>
<td>Talent Acquisition</td>
<td>Dorinda Manner*</td>
</tr>
<tr>
<td>Patient Experience</td>
<td>Alan Friedman, MD, Tina Bennett</td>
</tr>
<tr>
<td>Human Capital, Governance and YNHH Catholic Heritage</td>
<td>Cindy von Beren*</td>
</tr>
<tr>
<td>Women’s Services</td>
<td>Katie Donohue, RN</td>
</tr>
<tr>
<td>Patient Relations</td>
<td>Lauren Mallozzi*</td>
</tr>
<tr>
<td>Medicine Services</td>
<td>Margot Manacchio, RN</td>
</tr>
<tr>
<td>Support Services and Sustainability</td>
<td>Dean Caruso</td>
</tr>
<tr>
<td>Patient Services</td>
<td>Maureen Major Campos, RN, Tracy Carafeno, RN</td>
</tr>
<tr>
<td>Medical Staff Administration</td>
<td>Theresa Zinck-Lederer*</td>
</tr>
<tr>
<td>Talent Acquisition</td>
<td>Dorinda Manner*</td>
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<tr>
<td>Patient Services</td>
<td>Lauren Mallozzi*</td>
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<tr>
<td>Musculoskeletal Services</td>
<td>Joshua Forler</td>
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<tr>
<td>Development</td>
<td>Lucy Sirico</td>
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<td>Patient Services</td>
<td>Todd Hedges</td>
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<tr>
<td>Emergency Services</td>
<td>Matthew Gordon, Maura Shea, RN</td>
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<tr>
<td>Administrative Departments</td>
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<tr>
<td>Ambulatory Operations</td>
<td>Rebecca McCray, RN</td>
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<tr>
<td>Professional Practice and Education</td>
<td>Judith Hahn, RN</td>
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<tr>
<td>Central Sterile Supply</td>
<td>Margaret Cintron</td>
</tr>
<tr>
<td>Protective Services</td>
<td>Nicholas Proto</td>
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<tr>
<td>Day Care Center</td>
<td>Lynn Weiner</td>
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<tr>
<td>Psychiatric Services</td>
<td>Marshal Mandelkern, MD, Rebecca Stanley, RN, Adam Unger</td>
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<tr>
<td>Development</td>
<td>Lucy Sirico</td>
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<td>Radiation Therapy</td>
<td>Frank Claudio, Brian Wang</td>
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<tr>
<td>Digestive Health</td>
<td>Lori Ryder, RN</td>
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<td>Laboratory Medicine</td>
<td>Steven Huot, MD</td>
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<tr>
<td>Radiology and Biomedical Imaging</td>
<td>David Facchini</td>
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<tr>
<td>Food and Nutritional Services</td>
<td>Sean Collins</td>
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<tr>
<td>Rehabilitation Services</td>
<td>Vikki Winks</td>
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