# Yale New Haven Hospital

Annual Report | 2019



Yale NewHaven Health Yale New Haven Hospital

## Foreword

It's the unexpected that changes our lives. In health care, we are trained to expect the unexpected, yet the 2019 novel Coronavirus tested our collective abilities in unprecedented ways. In the true definition of heroes, we rushed toward the challenge, not away from it.

Over the past several months, you've heard amazing stories of strength, courage, compassion and resilience, and you will continue to hear more about how we have rallied the means to serve our patients and communities in the face of an unseen adversary under extraordinary circumstances with exemplary performance and innovative solutions.

COVID-19 changed our lives at the start of 2020. In many ways the prior year, captured in these pages, poses a distinct contrast to today's situation where a pandemic has reached almost every corner of the Earth. At this time, we wanted to both acknowledge the 24/7 coronavirus news cycle in which we live and the leadership role that Yale New Haven Hospital and the Health System have played in the battle against the coronavirus, as well as report on the progress, significant accomplishments and successes of the past fiscal year. The unexpected changes lives, but our perseverance sustains ours with steadfast commitment to the people and communities we serve.

## Dear Friends and Colleagues,

Given all we've experienced in the past several months, Yale New Haven's 2019 fiscal year (October 2018 through September 2019) seems like a distant memory.

Yet it was a year of notable successes, key milestones and important achievements. At the core of everything we did was creating greater value for our patients. That included making care safer, more effective, more patient-centered and more accessible to those we are privileged to serve. Our care signature is intended to ensure that while each patient is unique with different health concerns and needs, the experience they have will look and feel right each and every time, whether they are visiting Yale New Haven Hospital or any of its ambulatory sites throughout the region.

Our achievements in fiscal 2019 would not have been possible without the commitment and contributions of our physicians, employees and volunteers. The careful guidance of our dedicated board members and the generous support of our donors and friends throughout the communities we serve has been instrumental to our success. Your collective contributions ensure that Yale New Haven Hospital will continue its service well into the future.

Man Boy

Marna P. Borgstrom Chief Executive Officer

Mula Hank

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# **Overview and Mission**

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

Renowned 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**

\$4.2 billion

\$3.3 billion

4.6% Operating Margin



#### **Across the Hospital**

17,061

Employees

4,136 Medical Staff

NEMG providers are included in hospital and medical staff counts.



#### **Patient Volume**

/3,044 **Inpatient Visits** 

1.5 million

**Outpatient Encounters** 

155,505 Emergency Department Visits



#### **Philanthropic Support**

# \$19,264,000

Charitable Contributions/Annual Fund: \$526,000 Fund for care of the indigent: \$627,000 Other gifts: \$18,111,000

#### **Community Contributions**

\$473,057

Uncompensated care costs: \$60,089 Undercompensated care costs: \$273,766 Hospital Tax: \$139,202



# Year-End Highlights

## Integrated, Patient-Focused Care

Patients and families are the core of a healthcare team that taps into the best and brightest medical minds. Together, we focus on preventive medicine, immediate treatment and chronic disease management with one goal in mind: healthy outcomes.

- In the areas of Safety and Quality, YNHH achieved zero CAUTI (catheter-associated urinary tract infections) at Yale New Haven Children's Hospital (YNHCH), a 100 percent reduction from the previous year. The hospital also improved outcomes through the Impact Care Clinical Redesign project. YNHH also prepared for (and passed) the Joint Commission Triennial survey.
- In addition, YNHCH and Greenwich Hospital opened a Pediatric Specialty Center and Pediatric Outpatient Center in Greenwich, both representing the latest advances to enhance children's services. Yale New Haven also completed a major renovation of Shoreline Medical Center, including a new Ambulatory Surgery Center.
- YNHH's Capacity Coordination Center implemented several predictive models; launched a new analytics portal; and partnered with Yale School of Medicine launch the Yale Addiction Medicine Consult Service to treat hospitalized patients with substance-use disorders.



Neurosciences ICU staff members review safety procedures to prevent CAUTI.



Completion of the expanded and renovated Shoreline Medical Center

## **Innovative Medicine**

Keeping the patient at the center of everything we do, we make it easier for people to access the latest medical treatments, advanced research and innovations.

- YNHH Heart and Vascular Center performed its 400th heart transplant with a 100 percent survival rate 30 days post-surgery and YNHCH became the first hospital in Connecticut to be certified to perform pediatric heart transplants.
- YNHH continued to treat many of the region's sickest patients and transfers of acute patients from other healthcare organizations continued to rise. A record 7,832 patients were admitted through the Y Access program, including those transferred by SkyHealth, YNHH's emergency patient transport helicopter.
- Chimeric Antigen Receptor (CAR) T-cell therapy, a groundbreaking immunotherapy that can cure patients with certain blood cancers, became available for patients at Smilow Cancer Hospital; and a YNHH gastroenterologist became first in Connecticut to perform endoscopic ultrasound procedures.
- YNHH opened state-of-the-art Neonatal Intensive Care, Labor and Birth and Maternal Special Care units. The hospital also formed a clinical alliance with Trinity Health of New England to advance patient care, launched an adult Critical Care Team and ambulance to provide ICU-level care during transit and opened Adult and Pediatric Dental centers and an Oral and Maxillofacial Surgery center.



Clockwise from top left: New Labor and Birth, Maternal Special Care Units; Adult Critical Care Team; The Heart and Vascular Center team marks the hospital's 400th heart transplant; YNHCH became the first Connecticut hospital certified to perform pediatric heart transplants; Expanded and renovated dental centers

## A Culture of Excellence

Yale New Haven Hospital strongly supports creating a culture of excellence for patients and families as well as employees and implemented a number of initiatives illustrating service excellence.

- YNHH launched a new Patient Experience Ambassador role and piloted the Bedside app to increase transparency and improve how patients receive information about their care. The hospital also rolled out a Relationship Centered Care communication course for clinical teams.
- YNHH became the first Trauma Survivors Network-affiliated facility in Connecticut and its Nurse Residency Program became the only Connecticut program accredited by the American Nurses Credentialing Center.
- The hospital also expanded Diversity and Inclusion employee training offerings and employee wellness programs.



New Patient Experience ambassadors



YNHH's Nurse Residency Program earned accreditation with distinction.

## Community Impact

Our vision is to build a brighter, healthier future for everyone through community-based programs. It is part of our mission to create healthier communities because YNHH is a major part of the community.

- Partnering with Habitat for Humanity, the hospital broke ground on the 11th and 12th YNHH-sponsored homes. Through YNHH's H.O.M.E. first-time home buyers program, YNHH reached a total of 185 employees who purchased homes in New Haven.
- Through an employee giving campaign, YNHH donated more than \$202,000 to the United Way and sponsored and participated in various community events and programs.
- The hospital also completed a triennial Community Health Needs Assessment and associated Community Health Improvement Plan (CHIP) and announced a five-year project to help women experiencing homelessness, mental illness and substance abuse.
- Thanks to philanthropic efforts and generous donors, YNHH raised \$21 million in gifts and donations, including \$3.7 million attributed to the Closer to Free bike ride.



**Closer to Free Bike Ride** 



YNHH and Habitat for Humanity of Greater New Haven broke ground for two new houses.

## A look to the future

In 2019, YNHH announced its new Neurosciences Center. The \$838 million project will include two new patient facilities and focus on innovation in the neurosciences.

YNHH also announced the new Digestive Health service line which will become an important focus area that addresses prevention, detection and treatment of an array of digestive health conditions and furthers YNHH's destination health system trajectory.

505,000 Square foot facility







\$838 million



200-space Underground parking garage

100s New construction and permanent jobs





An architectural rendering of the proposed neurosciences center.

# Awards and Recognition

### U.S. News & World Report

Yale New Haven Hospital ranked among the top 20 hospitals in the nation by *U.S. News & World Report*, and was named to the national Honor Roll with top rankings in 12 of 16 specialties. *U.S. News* also named Yale New Haven Children's Hospital the top ranked children's hospital in Connecticut and among the best children's hospitals in the country for nine out of 10 pediatric specialties.



### Campaign for Human Rights

Yale New Haven Hospital was designated a LGBTQ Healthcare Equality Leader by the Human Rights Campaign Foundation in the 12th edition of the Healthcare Equity Index.



### National and Regional Accolades

#### **Top Doctors**

*Connecticut Magazine* named 333 Yale New Haven Hospitalaffiliated physicians, selected by their state colleagues to its 2019 Top Doctors listing.

#### NAFE

The National Association of Female Executives, NAFE, named YNHH a Top Nonprofit Company for Executive Women.

#### Center of Excellence

YNHH was one of 23 hospitals in the nation designated as an Antimicrobial Stewardship Center of Excellence by the Infectious Diseases Society of America.

#### **Press Ganey**

Press Ganey recognized YNHH with the Guardian of Excellence Award for Inpatient Rehabilitation.

#### Parents Magazine

YNHCH was named one of the most innovative children's hospitals in the U.S. by *Parents* magazine.

# **Financial Performance**

## Consolidated Balance Sheet

Year ended September 30. (Amounts are in thousands)	2019	2018
Assets		
Current assets		
Cash and cash equivalents	\$222,385	\$430, 884
Short-term investments	1,760,265	1,124,034
Net patient receivables	370,141	316,834
Professional liabilities insurance recoveries receivable	25,342	32,372
Other assets	150,695	125,294
Assets limited as to use – debt service fund	5,889	5,272
Total current assets	2,534,717	2,034,690
Assets limited as to use	113,257	114,973
Long-term investments	115,023	392,210
Professional liabilities insurance recoveries receivable	72,368	64,163
Other assets	178,211	148,436
Property, plant and equipment	1,100,282	1,073,915
Goodwill	45,040	44,774
TOTAL ASSETS	\$4,158,898	\$3,873,161
Liabilities and Net Assets		
Current liabilities		
Accounts payable and accrued expenses	\$465,479	\$419,490
Current portion of long-term debt	10,332	9,957
Current portion of capital lease obligations	2,731	2,397
Current portion of professional liabilities	25,342	32,372

TOTAL LIABILITIES AND NET ASSETS	\$4,158,898	\$3,873,161
Total net assets	2,103,182	1,977,446
With donor restrictions	121,899	115,301
Without donor restrictions	1,981,283	1,862,145
Net assets		
TOTAL LIABILITIES	2,055,716	1,895,715
Deferred revenue	37,767	39,005
Other liabilities	319,156	254,239
Professional liabilities, net of current portion	127,146	111,987
Accrued pension and post-retirement benefit obligations	239,186	169,355
Long-term capital lease obligations, net of current portion	37,339	40,070
Long-term debt, net of current portion and deferred financing costs	541,577	643,854
Total current liabilities	753,545	637,205
Other liabilities	50,092	64,714
Variable rate debt classified as current	199,569	108,275

# Consolidated Statement of Operations

Year ended September 30. (Amounts are in thousands)	2019	2018
Operating revenue		
Net patient service revenue	\$3,000,413	\$2,766,011
Other revenue	258,681	206,393
Total operating revenue	3,259,094	2,972,404
Operating expenses		
Salaries and benefits	1,154,913	1,093,706
Supplies and other	1,782,808	1,581,963
Depreciation and amortization	109,245	112,065
Insurance	35,844	32,699
Interest	26,097	24,995
Total operating expenses	3,108,907	2,845,428
INCOME FROM OPERATIONS	150,187	126,976
Non-operating losses and gains:		
Income from investments, donations and other, net	61,914	105,177
Loss on refunding	(2,943)	
Change in fair value of swap, including counterparty payments	(44,489)	13,594
Total non-operating gains, net	14,482	118,771
EXCESS OF REVENUE OVER EXPENSES	\$164,669	\$245,747

# Yale New Haven team helps awaken parents from a nightmare

When parents Deric and Julie received a call from their child's daycare center that their 8-month-old daughter, Shay, was having trouble breathing, they thought it might be an asthma attack. It turned out to be something much more serious.

When medication didn't improve her breathing, Deric and Julie brought Shay to the emergency room near their home. "I was not thinking it was anywhere near as serious as it ended up being," Julie said.

That night, Shay's condition worsened. In the middle of the night, the attending physician recommended transferring her by ambulance to Yale New Haven Children's Hospital (YNHCH) — a decision that saved Shay's life.

Halfway to New Haven, the EMT implored the ambulance driver to hurry. By the time they reached the Emergency Department at YNHCH, Shay had stopped breathing and had to be resuscitated with CPR.

"It was the scariest thing a parent could watch," Deric recalled.

Shay was stabilized and moved to the pediatric intensive care unit. Tests revealed that rather than a respiratory condition, she was suffering from a rare heart condition known as mitral valve stenosis. The mitral valve is one of four valves in the heart that open and close with each heartbeat, allowing blood to flow through the heart's upper and lower chambers and to the rest of the body.

"Shay's mitral valve was so narrowed that her blood was flowing very poorly," said Tain-Yen (T-Y) Hsia, MD, chief of pediatric cardiac surgery at YNHCH. In fact, blood was backing up into Shay's lungs and flooding them, which caused her breathing problems. Surgery, Dr. Hsia determined, was the only solution.

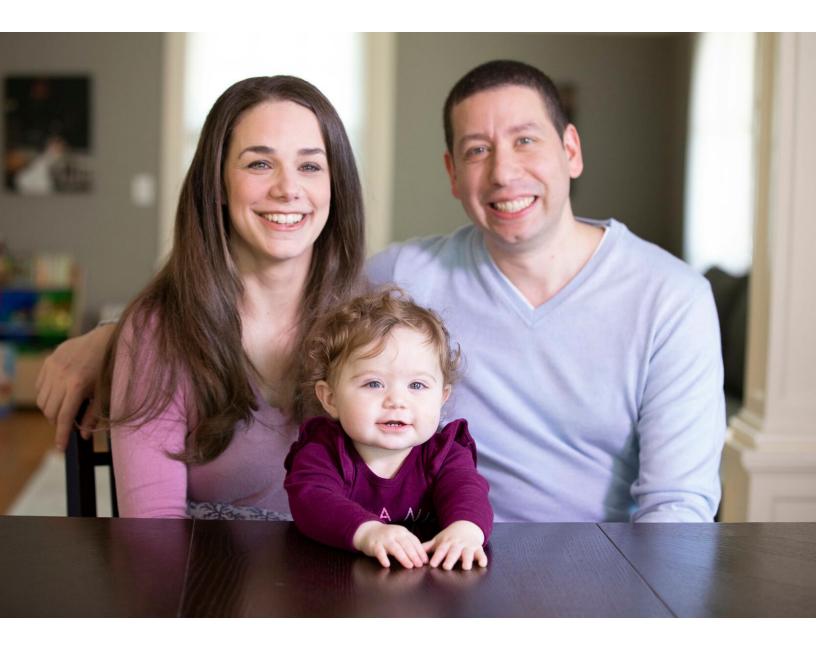
Two months later, when Shay was 10 months old, Dr. Hsia performed open heart surgery to repair her damaged valve. "We fixed it," Dr. Hsia happily announced to her anxious but overjoyed parents.



"Bringing her to YNHCH absolutely was the right call," Deric remarked afterward.

"Today, Shay is healthy and playful again," said Dina Ferdman, MD, a pediatric cardiologist who monitors her regularly at YNHCH's Pediatric Specialty Center in Norwalk.

"She has so much energy and life," Julie said. "She's our miracle baby."



# Heart and Vascular team helps patient get back to business

Westerly, Rhode Island, resident Brian recalls little from the night he suffered a ruptured aortic aneurysm. One snippet involves a memory of being loaded into the SkyHealth emergency transport helicopter but not the quick flight to Yale New Haven Hospital (YNHH) for lifesaving surgery.

At 65, Brian, who enjoyed his six-day workweek as a self-employed construction contractor, decided to "hit the sack early" one Wednesday evening in December 2018. But any attempts to sleep that night were eclipsed by crippling, severe stomach pain.

Hearing Brian call out in panicked distress, his wife, Kathie, phoned 911 for an ambulance. At Westerly Hospital, part of the Yale New Haven Health System, a CT scan revealed that he was suffering from a 9 cm ruptured abdominal aortic aneurysm. With rapid blood loss underway, Brian needed surgery quickly, as a ruptured aorta, the major blood vessel in the body, can quickly cause death.

"I knew exactly what we were dealing with," recalled Kathie, who realized the gravity of her husband's condition.

Brian was transported to YNHH for emergency vascular surgery. It would be the first of two major lifesaving surgeries performed within days by specialists with YNHH's Heart and Vascular Center.

Before SkyHealth had even landed on the on the helipad at YNHH, vascular surgeon Naiem Nassiri, MD, of Yale Medicine, had reviewed Brian's CT scan and was prepared for surgery. Dr. Nassiri performed minimally invasive endovascular surgery to seal the hole in Brian's ruptured aorta. The two-hour procedure required no stitches and only two bandages.

But shortly into his recovery, Brian suffered another medical emergency – a heart attack triggered by diseased coronary arteries. He needed emergency triple bypass surgery to restore blood flow within his heart. Brian spent nearly a month at YNHH, healing and regaining strength, before he was discharged.

More than a success story, Brian's outcome could be called "miraculous," said John Reidel, MD, the Emergency Department physician who initially treated Brian at Westerly Hospital. "When I saw that the patient walked out of the hospital in very good condition, I was first of all surprised, and then I was thrilled."



"All in all, it was the perfect storm for success, not disaster," said Kathie, describing the advanced medical care that Brian received and the continuing care through Yale New Haven Health.

Having few memories of that fateful December does not bother Brian. He focused on recovery, eased back into working full-time and returned to his active lifestyle. As far as Brian is concerned, he's "getting better all the time."



# Yale New Haven helps turn a hero's gift into a youngster's future

Tim had never thought about donating an organ until the day his wife, Millie, sent him a news story about an area youngster who needed a liver transplant.

"I read that the boy had the same blood type as mine, and that flipped a switch," said Tim, a Bridgeport resident and firefighter. "All of a sudden, I thought, 'I have to get checked out to see if I'm a match.""

After undergoing testing at Yale New Haven Hospital's Center for Living Organ Donors, Tim learned the young man he had read about had found another donor. Center staff asked if he would be interested in donating to a baby instead.

"How can you say 'no' to a baby?" Tim said. That baby boy, Dylan, had a rare condition called biliary atresia. Bile ducts outside and inside his liver were scarred and blocked, causing bile to build up and damage the liver.

"Dylan desperately needed a transplant, but finding an organ is difficult, especially for pediatric patients, who need a smaller liver," said Sukru Emre, MD, who specializes in adult and pediatric transplant surgery. "Thank God this donor became available."

In early 2019, Yale New Haven Transplantation Center (YNHTC) surgeons Ramesh Batra, MD, and David Mulligan, MD, removed a piece of liver from the then 52-year-old Tim and Dr. Emre and Danielle Haakinson, MD, transplanted it into Dylan.

It was an example of how YNHH's Center for Living Organ Donors is helping to meet a growing need. Nearly 13,500 people are on the national transplant waiting list for a liver, but there's a significant shortage of deceased donor organs.

"In our region, one in five patients may die before receiving a transplant," said Annmarie Liapakis, MD, YNHTC transplant hepatologist. Luckily for Dylan, YNHTC has expertise and experience in living donor transplants.

"We can provide options for high-risk patients who have been turned down for transplantation elsewhere," said Dr. Mulligan, chief of Transplantation Surgery and Immunology. "Not all centers perform living liver donor transplants, and we are among a select few that perform 'non-directed' transplants between strangers."



Tim got to meet Dylan and his family three weeks after the surgery, and still chokes up talking about it.

"My knees buckled," he said. "It was like seeing the birth of my own children."

Now, Dylan is thriving, and the families are no longer strangers. In fact, Tim and his wife are Dylan's Godparents.

"We are so grateful to Tim and the doctors and everybody who helped us," said Dylan's mother, Lesly. "Thanks to them, Dylan is a new little boy."



# Three strikes does not always mean you are out of the game

Three strikes in baseball means you are out. Three-time cancer survivor Rita prefers to live by the rules of bowling – where three strikes is simply the start of a perfect game.

In 2006, Rita was diagnosed with hormone receptor-positive (HRpositive or HR+) breast cancer. It's a type of cancer that feeds on the presence of estrogen and progesterone hormones in the body to grow, and is the most common type of breast cancer, according to Andrea Silber, MD, medical oncologist at the Breast Center at Smilow Cancer Hospital and assistant clinical director for Health Equity and Diversity at the Yale Cancer Center.

At the time of her diagnosis, Rita was only 41 years old. While the median age of diagnosis of breast cancer for women in the U.S. is 62, breast cancer incidence at a younger age is higher among African-American women than white women, said Dr. Silber.

"I didn't feel a lump, or any soreness. I never felt sick," added Rita, who is thankful for her annual mammograms. "If I'd waited any longer to have the test it would have been worse."

Treatment for HR-positive breast cancer often includes radiation, chemotherapy and endocrine therapy, all of which Rita underwent. "Rita did everything right, and she had a fantastic attitude," said Dr. Silber. After completing six months of treatment, Rita went on with her life.

Twelve years later, however, Rita was hit with strike two. A spot on her left breast that appeared on a mammogram in 2018 was diagnosed as Triple Negative Breast Cancer (TNBC). Once again, the odds were against her. "African-American women have an increased risk of developing triple-negative breast cancer, which tends to be more aggressive," said Dr. Silber.

TNBC is a cancer that tests negative for estrogen receptors, progesterone receptors, and excess HER2 protein. This means that triple-negative breast cancer does not respond to hormonal therapy medicines or medicines that target HER2 protein receptors. However, there are other multimodal therapies that are used to treat it. For patients diagnosed with breast cancer, Smilow Breast Center offers dedicated care, innovative treatment options, and cutting-edge research, coupled with the recognized excellence of a National Cancer Institute designated Comprehensive Cancer Center.

"A great deal of progress in the detection and treatment of breast cancer has been made in recent years, and we are on the cutting edge of finding even better solutions," said Dr. Silber. Such treatment plans include the most up-to-date technology, minimally invasive techniques, personalized medicine, and a variety of complementary and supportive services that focus on patients' emotional and spiritual needs. Rita had a lumpectomy and a series of radiation while maintaining her positive outlook. "I lost my hair, but I never missed a Sunday at church," she said.

"Compassionate concern and personalized care is at the heart of our integrated patient- and family-oriented approach. We consider each patient's thoughts and concerns to create a personalized treatment plan," said Dr. Silber.

Then came strike three. Rita woke up one day in February 2019 with a pain in her breast. "I knew it was something," she said. Her suspicions were confirmed – the cancer was back.

"Because breast cancer is incredibly well-treated these days, especially with early detection, people tend to view it like other diseases – as something you treat and it goes away," said Dr. Silber. "But breast cancer should be viewed as a chronic disease. It can have the propensity to return."

Rita was determined to battle the latest recurrence with the same grit and stamina that she'd displayed over the previous 13 years of her battle against breast cancer. Because surgeons at Smilow Breast Center continually integrate the most up-to-date techniques in their practice, patients like Rita benefit from superlative surgical treatments and clinical trials, when available.

"When Rita's cancer came back, we discussed getting her into a clinical trial, but she wasn't eligible. Fortunately, her cancer was still localized and therefore potentially still curable," said Dr. Silber. "But she was willing to go the distance and do something experimental if needed."

In Rita's case, treatment this time included additional rounds of chemotherapy and a bilateral mastectomy in September 2019. After three months of recuperation, in January she went back to work at her job at Medtronic, where she recently celebrated her 35th anniversary. She credits the team at Smilow Breast Center for being with her every step of the way.

"Throughout this whole journey the doctors at Smilow have told me to go out and live my life," Rita said. "And that's just what I'm doing. I have faith that God has a plan for me, and I'm on top of the world."



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\*YNHHS employees with significant YNHH roles

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\*YNHHS employees with significant YNHH roles

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#### Matching Gift Companies

Anonymous Abrams Capital Management, LLC Achillion Pharmaceuticals, Inc. Aetna Foundation, Inc. Alexion Pharmaceuticals Inc. Allied World Amgen Ascena Retail Group, Inc. Bank of America Barnes Group, Inc. The Benevity Community Impact Fund Best Buy Charitable Trust The Boston Consulting Group, Inc. Bristol-Myers Squibb Foundation, Inc. Broadridge Foundation **Brookfield Properties** CA Technologies, Inc. Charter Oak Federal Credit Union Chevron CIGNA Foundation Compass Group Management Cooper Surgical, Inc. Deutsche Bank Americas Foundation Dominion Energy Charitable Foundation DonateWell DST Systems, Inc. Edwards Lifesciences, LLC Eversource Energy Foundation ExxonMobil Foundation The Ford Foundation Gan Inc. GEICO Philanthropic Foundation General Electric Foundation Goldman, Sachs & Co. Greater Horizons Guilford Savings Bank **IBM** Corporation Illinois Tool Works Foundation Johnson & Johnson Family of Companies Lone Pine Capital, LLC MBIA Foundation, Inc. MEAG New York Corporation Merck Foundation Meredith Corporation Foundation Network for Good Pfizer Foundation Pitney Bowes, Inc. Plymouth Rock Foundation Progressive Insurance Foundation R.U.S.A. Radian Robert Wood Johnson Foundation **Rogers Corporation** S & P Global Foundation Salesforce.org Silicon Labs Simplify Compliance Stanley Black & Decker

State Farm Insurance Companies

TDK U.S.A. Corporation

Foundation

Timken Company Charitable & Educational Fund Travelers Community Connections Verizon Foundation The Walt Disney Company Foundation

#### **Visionaries**

#### Leadership Circle (\$1,000,000+)

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#### Founder's Circle (\$500,000 to \$999,999)

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#### 1826 Society

#### Presidents Circle (\$10.000+)

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