



# **Exemplifying Excellence. Empowering Growth. Embracing Change.**

Yale New Haven Hospital Annual Report | **2024**

Yale  
NewHaven  
**Health**  
Yale New Haven  
Hospital

## Table of Contents

Introductory letter	1
Overview	2
Year-End Highlights	3
Exemplifying Excellence	3
Empowering Growth	6
Embracing Change	8
Advancing Financial Stability	11
Financial Performance	13
Yale New Haven Hospital Leadership	14



**Katherine Heilpern, MD**  
President

## Dear Friends and Colleagues,

For Yale New Haven Hospital, 2024 was a year of looking ahead and rebuilding, reforming and reimagining the delivery of healthcare. Still feeling the effects and unprecedented challenges of a global pandemic, we continued to move through a time of transition to create our new normal – new ways of working, new ways of growing and new ways of providing care.

Our hospital continued to face significant challenges, including substantial staffing shortages, consistently high patient census and difficult financial challenges. In the face of these extraordinary circumstances, our hospital, our employees and staff persisted and remained vigilant.

During this season of challenge and change, what remained constant were the institution's high standard of excellence, drive to grow as a leader in innovative medical breakthroughs and compassionate patient care and commitment to make the changes needed to thrive in this ever-evolving landscape.

In this report, you will see a snapshot of the hospital's continued growth in physical space as well as in programs and initiatives created to advance patient care. Exemplifying excellence and empowering growth are not possible without embracing change. Seeking and creating new and novel concepts have been imperative to our success.

We also celebrated considerable accomplishments. The number of patients seeking our care was high. We pursued innovative and creative ways to care for them and we strengthened safety and quality protocols. We made great progress on building our new neurosciences center, the largest healthcare project in the state's history.

The future is now. We are encouraged, optimistic and positioned for success. Together with our health system partners, we have a strong strategic plan based on enhanced collaboration and alignment with Yale School of Medicine.

As I complete my first year as president of this exceptional organization, I am grateful for the resilience and dedication of our employees, the generous and steadfast support of our donors, and the unwavering dedication and guidance of our Board of Trustees.

We look forward to the great things that lie ahead as we move forward with fortitude exemplifying excellence, empowering growth and embracing change along the way.

Sincerely,

A handwritten signature in black ink, appearing to read 'Katherine Heilpern, MD'. The signature is fluid and cursive.

Katherine Heilpern, MD  
President, Yale New Haven Hospital  
Executive Vice President, Yale New Haven Health

# Overview and Mission

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

Founded in 1826 as a charitable institution for the care of the poor, YNHH has evolved into a 1,541-bed private, nonprofit, teaching hospital that ranks among the premier medical centers in the nation. 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, Smilow Cancer Hospital at Yale New Haven and Yale New Haven Psychiatric 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

**\$5.46 billion**  
Total Assets

**\$4.86 billion**  
Net Revenue

### Across the Hospital

**15,556**  
Employees

**5,788**  
Medical Staff  
(active attending,  
residents and fellows)



### Patient Care

**1,541**  
Beds

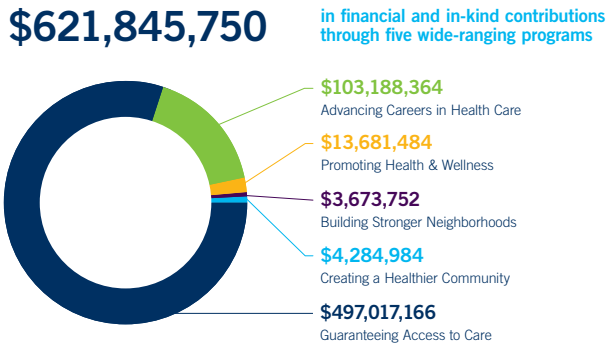
**71,866**  
Inpatient Discharges

**1,583,304**  
Outpatient Encounters (excluding  
Emergency Department visits)

**185,820**  
Emergency Department Visits



### 2023 Community Benefits



# Year-End Highlights

## Exemplifying Excellence

As a healthcare leader, Yale New Haven Hospital remains at the forefront of clinical care by introducing new and innovative techniques and procedures and promoting advances in patient care and treatment. YNHH is consistently recognized by national and regional healthcare organizations as a leading healthcare provider of choice.

### Cutting edge equipment

In one of several achievements in 2024, Smilow Cancer Hospital at Yale New Haven became the first in the Northeast to introduce a revolutionary new type of radiation therapy – RefleXion Medical's SCINTIX biology-guided radiotherapy (BgRT) technology – to treat lung and bone cancers.

Enhancements in the Yale New Haven Heart and Vascular Center (HVC) included a new scanner at YNHH to advance Nuclear Cardiology. The new digital PET/CT scanner uses low radiation and provides novel imaging studies for distinct types of coronary artery disease and vascular disease and assesses heart artery calcium which can indicate coronary artery disease.



**BgRT technology is the only cancer treatment that uses signals from the tumor to direct radiation without harming healthy tissue.**



**YNHH's new digital PET/CT scanner.**



**Leaders observe the new single-plane angiography unit for interventional radiology.**



Efficient new procedures

A team with Yale New Haven Hospital’s Trauma Surgery unit became the first to model the use of a new Care Signature Board to keep safety and quality information front and center.

In addition, YNHH launched the SAFER (Situational Awareness for Feedback and Event Review) safety event reporting platform integrating patient safety with patient experience, workforce safety, peer review and risk management as well as the eCART tool to help to rate patient conditions, detecting when a patient’s condition is deteriorating, allowing staff to intervene earlier.

Advances in medication storage technology included a Pharmacy Services upgrade to the medication storage technology at YNHH, with technological advancements that support patient safety and care team efficiency and integrate multiple databases into one unified system.



Staff gather to review key topics in safety and quality specific to the unit using the new whiteboards.

The new Pyxis ADCs and anesthesia workstations launched at Yale New Haven Hospital.

Delivering safe, quality care

YNHH’s role as a leading healthcare provider is possible because of its skilled, dedicated and compassionate employees. The hospital and staff take pride in 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).



The Center for Restorative Care for Older Adults unit on the Saint Raphael Campus joined the “1,000 Day Club,” after surpassing 1,000 days without a CLABSI.

Grounbreaking research

With a shortage of physicians specializing in pregnant people with Sickle Cell Disease and no established standard of care for these patients, a physician at Yale New Haven Hospital led the way to change that by conducting pioneering, translational research to create a risk-stratification tool for these patients.

Additionally, a Yale New Haven Psychiatric Hospital team developed a survey for behavioral health inpatients which earned prestigious recognition as the Centers for Medicare and Medicaid Services (CMS) will incorporate the survey into its nationwide Inpatient Psychiatric Facility Quality Reporting Program in 2026. The survey tool also received the 2024 American Nurses Credentialing Center Magnet Prize.

Recognized as among the nation’s best

Yale New Haven Hospital continued to be recognized as among the nation’s best healthcare providers in many areas.

YNHH ranked nationally in 11 of 16 specialties and first in Connecticut on *U. S. News & World Report’s* annual “America’s Best Hospital” listing; while Yale New Haven Children’s Hospital (YNHCH), the top-ranked children’s hospital in Connecticut, ranked among the best children’s hospitals in the nation for five out of 11 pediatric subspecialties in their 2024-2025 Best Children’s Hospitals rankings.

*Connecticut Magazine* named more than 400 Yale New Haven Hospital-affiliated physicians as ‘Top Doctors’ in the magazine’s annual Top Doctors list.



Additional honors and recognitions included:

Yale New Haven Hospital received national honors from the American Heart Association for providing high-quality stroke care.

*Becker’s* named YNHH as the top geriatric hospital in Connecticut.

*Newsweek* ranked YNHH among the best for Maternity Care in the U.S.

Yale New Haven Hospital was designated an “LGBTQ+ Healthcare Equality High Performer” in the Human Rights Campaign Foundation’s Health Equality Index (HEI).

*U.S. News & World Report* recognized YNHH as a “Best Regional Hospital for Equitable Access” for success providing excellent care to patients in underserved communities.

IPRO, a leading healthcare quality improvement organization, recognized YNHH with a Quality Award in recognition of significant achievements in improving healthcare quality.

*U.S. News & World Report* recognized Yale New Haven Health’s Grimes Center, Yale New Haven’s adult rehabilitation center, as “high performing” for short stays.



YNHH leaders accept 2024 IPRO Quality Award.





## Empowering Growth

In the midst of change and challenge, Yale New Haven Hospital continued to grow during 2024 with significant progress on the Neurosciences Center, along with several other new and expanded facilities strategically planned in an effort to provide optimum patient care.

In 2024, YNHH's new Neurosciences Center rose from the ground on the Saint Raphael Campus. Crews made considerable progress on the project during the year, including building the first of the two new towers, expanding the existing Emergency Department, completing the first phase of the new Orchard Street garages, major utility upgrades and renovation and expansion of existing clinical areas.



Installation of glass on the tower floors of the McGivney Tower.



Construction on the valet parking garage beneath the Sherman Tower continued.



The new Orchard Street Garage with a new skybridge connecting it to the hospital.



Yale New Haven Hospital partnered with Yale School of Medicine to officially open the new Yale Center for Infectious Diseases, providing clinical services including infectious diseases consultation; comprehensive HIV care and prevention; care for transplant infectious disease conditions; a long COVID program; and travel medicine.



**Leaders celebrated the opening of the new 10,000 square foot Center for Infectious Disease.**

YNHH also reopened the Emergency Department Annex on the York Street Campus. The Annex opened as a temporary measure to help with the post-COVID-19 patient surge. With ongoing high patient volume, the hospital updated the temporary structure to make it permanent.



**The Emergency Department Annex has space for up to 35 patients with less complex illnesses or injuries.**

## Embracing Change

Amid a constantly changing landscape and in this post-pandemic era where the healthcare industry continues to feel its effects, Yale New Haven had not only embraced change, but took steps to be change agents and lead the way in promoting health equity, civic and social responsibility and community involvement and support. Through it all, YNHH remained cognizant of the importance of expressing gratitude to those at the core of the hospital's positive change – our employees.

Named to lead the change as the hospital's new president was Katherine Heilpern, MD. Dr. Heilpern brought extensive experience as both a health system executive and an academic chair at highly respected health systems.

Dr. Heilpern came to YNHH from New York-Presbyterian (NYP), where she led during the height of COVID-19 infections in New York City. Working closely with physician and operational leaders, she and her team enhanced ICU capacity, developed innovative clinical care protocols and designed an inpatient unit dedicated to the complex rehabilitative needs of patients with prolonged COVID. An emergency physician, Dr. Heilpern has a long history of national service to the medical profession and is the recipient of numerous awards and honors.



Employees greet new Yale New Haven Hospital's new president, Katherine Heilpern, MD.

## Leading the way for quality, equitable healthcare

Yale New Haven's commitment to improving the equity, quality and safety of patient care remained strong. The health system continued its We Ask Because We Care campaign to help improve patient race and ethnicity data collection.

Other initiatives reflecting the commitment to providing equitable patient care included Yale New Haven and Yale School of Medicine ending of the use of race or ethnicity in interpreting the results of a common lung function test. Clinicians have historically used an equation with "corrective factors" based partly on a patient's reported race or ethnicity. As a result, these patients did not always receive accurate diagnoses and appropriate treatments.

Yale New Haven also expanded its processes for screening patients for non-medical issues that can directly affect health. Gathering social needs information can help YNHH connect patients with services that can assist them. Plus, YNHH received the 2024 Connecticut's Hospital Community Service Award for a Medical-Legal Partnership Project with Connecticut Hospital Association and the Connecticut Department of Public Health. The project addressed the health inequities borne by vulnerable individuals to improve health outcomes of more than 4,000 people in our communities.



**Yale New Haven adopted a new equation for interpreting lung function test results that does not erroneously rely on patients' race or ethnicity.**

Within the hospital, YNHH held its first ever Nursing Diversity, Equity, Inclusion and Belonging (DEIB) Symposium, with the theme "Health Equity Through the Nursing Lens: Creating the Path to Change," sharing data about the racial and ethnic makeup of YNHH nurses and nursing leaders, noting that there is work to be done to increase diversity in both.



**Yale New Haven Hospital was awarded for its Medical-Legal Partnership Project.**



**More than 200 nurses attended the first Nursing DEIB Conference.**



## Recognizing Employees

YNHH's role as a leading healthcare provider is possible because of its skilled, dedicated and compassionate employees. The hospital and health system have made it a priority to show appreciation to employees and medical staff members in several ways.

The second annual 10 Days of Gratitude featured leader rounding, wellness activities, special meals, prizes and gifts. Nearly 100 YNHH employees were celebrated for completing 25 years of service and welcomed into the hospital's Quarter Century Club.

The Recognition Connection, an intranet site where leaders, employees and medical staff thank and/or honor colleagues with raves and kudos continued to thrive; and leaders and employees were encouraged to "Think Thanks" by celebrating successes, inspiring growth and offering gratitude to colleagues and co-workers.

Additionally, each month, Yale New Haven Hospital recognized employees with the PEACE (Patient Experience Award for Caring and Excellence) Award for going above and beyond to meet patients' and families' needs.



A team of employees was honored with the PEACE award for providing end-of-life care for a husband and wife who had each received terminal diagnoses and wished to be together. Staff coordinated transfers so that the couple could be together and facilitated a final visit for them with their siblings.

## Closer to Free

In YNHH's signature community event, more than 2,000 employees, community members and supporters participated in the 14th annual Closer to Free Bike Ride, which raised a record \$3.8 million in 2024. All funds raised went to Smilow Cancer Hospital and Yale Cancer Center.



Closer-to-Free riders ready to hit the pavement for 10, 25 or 50-mile rides.



Christopher O'Connor, YNHH's CEO, at the Closer to Free opening ceremony

## Advancing Financial Stability

Teams from Yale New Haven Hospital joined colleagues from across Yale New Haven Health System in work designed to position the health system for the future. By focusing on strategic priorities through a systemwide initiative called Strengthening Our CORE (Collaboration, Optimization, Resiliency, Efficiency), Yale New Haven Hospital developed several programs designed to improve operational efficiencies, foster innovation, and improve quality and safety for patients and employees.



### Creating the Transportation Logistics Hub

The new Transportation Logistics Hub, headquartered at YNH, makes it more efficient to arrange transportation for discharged patients across the health system and free up much-needed beds.



During a demonstration of the Transportation Hub, leaders explained how the hub also allows clinical teams to track each transport and update staff or patient families.

### Improving infusion therapy access and efficiency

To address the increased demand for outpatient infusion treatments, staff created multidisciplinary teams focused on more efficient use of infusion chairs and increasing availability.



Multidisciplinary teams worked to increase capacity and improve patient access to infusion therapy.



## New language interpreter platform gives “Voyce” to patients, healthcare professionals

To improve interpreter services when communicating with non-English speaking patients, Yale New Haven implemented the Voyce system to provide video remote interpreter services. In addition to significant cost savings, staff reported improvements for the patient and staff experience including faster connection times, the availability of rare-language interpreters, plus better interpreter quality.



Voyce is the health system’s new vendor for video remote interpreter services.

## Establishing care navigation post-discharge outreach

Part of the commitment to seamless high-quality care, a post-discharge outreach program was a key tool in reducing readmissions, boosting patient satisfaction scores and coordinating care back into the community setting. Every patient discharged home receives a follow-up call within 24-48 hours to reiterate discharge instructions, medications and to find how they’re feeling since returning home to help ensure patients are safe and on the road to recovery.



A staff member checks in with each patient after they return home from a hospital stay.



# Financial Performance

## Consolidated Statement of Operations

Year ended September 30, (Amounts are in thousands)

2024

2023

<b>Operating revenue</b>		
Net patient service revenue	4,009,071	3,672,458
Other revenue	851,049	736,204
Total operating revenue	4,860,120	4,408,662
<b>Operating expenses</b>		
Salaries and benefits	1,674,155	1,703,101
Supplies and other	2,919,985	2,598,165
Depreciation and amortization	105,561	100,344
Insurance	38,946	40,915
Interest	15,847	24,773
<b>Total operating expenses</b>	<b>4,754,494</b>	<b>4,467,298</b>
<b>(LOSS) INCOME FROM OPERATIONS</b>	<b>105,626</b>	<b>(58,636)</b>
<b>Non-operating losses and gains:</b>		
(Loss) Income from investments, donations and other, net	293,830	97,390
Pension costs other than service cost	6,276	(4,805)
Change in fair value of swap, including counterparty payments	(11,782)	15,572
Total non-operating gains, net	288,324	208,157
<b>EXCESS OF REVENUE OVER EXPENSES</b>	<b>\$393,950</b>	<b>\$149,521</b>

# YNHH Leadership

(As of 9/30/24)

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Glynn Stanton\*

†Deceased

\*YNHHS employees with significant YNHH roles

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(As of 9/30/24)

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Meredith Williams, MD

Kaye Zuckerman, MD

†Deceased

\*YNHHS employees with significant YNHH roles



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