Dear friends and colleagues,

For Yale-New Haven Hospital, 2014 was an exceptional year. The Hospital made major advances in patient safety, clinical quality and operational improvements, expanded clinical programs, enhanced access to outpatient services and reinforced its status as a destination hospital within the region. We advanced our reputation as a provider of choice and employer of choice. We continued our long history of helping those in need throughout the region, this year providing nearly $90 million in community benefit programs and services, plus another $477 million in free or charity care, under- or uncompensated care and bad debt.


In spite of decreased reimbursements from the state, the Hospital finished 2014 with an operating margin of 5.5 percent in part by generating more than $135 million in cost savings, from the continued integration of the Hospital of Saint Raphael and diligent revenue cycle management. The Hospital also raised more than $15 million from generous donors.

These accomplishments are even more impressive considering the unprecedented demand for care. In 2014, we treated 78,529 inpatients, and also saw an increase of 9.5 percent in outpatient visits. Two years after the integration with the Hospital of Saint Raphael, YNHH continues to grow and transition clinical programs between campuses.

We are extremely grateful for the contributions, expertise and dedication of our physicians, employees and volunteers, the guidance and commitment of our board members and the generous support of donors and friends in the community – on which our success depends. Our thanks to each of you for your part in helping YNHH enhance the lives of those we serve and build the platform for a strong future.

Marna P. Borgstrom
Chief Executive Officer

Richard D’Aquila
President and COO

Joseph R. Crespo
Chairman of the Board of Trustees

Peter N. Herbert, MD
Chief of Staff
Despite the challenges of a rapidly evolving and increasingly difficult healthcare climate, Yale-New Haven remained focused on maintaining a safe environment and providing the highest level of clinical quality and patient experience throughout 2014.

Following a year of intense preparation on both inpatient campuses and ambulatory sites, YNHH earned full accreditation from the Joint Commission.

Also, as part of the ongoing effort to continuously improve performance, the Hospital developed 12 multidisciplinary charter teams to improve performance in key patient safety and clinical quality areas and ensure regulatory readiness. In addition, physicians and nurse leaders throughout the Hospital formed enhanced partnerships to focus on improving the quality and safety of the patient experience.

Yale New Haven Health System made the commitment to pursue recognition as a High Reliability Organization (HRO), an initiative that aims to reduce significantly incidents of preventable harm. Yale-New Haven Hospital invested more than 50,000 hours in training 13,000 employees and 2,000 physicians in safety principles as part of YNHH’s commitment to this critical work.

Given the important relationship between hand hygiene and certain infection rates, the Hospital improved its hand hygiene performance to 94 percent compliance. The rates of central line-associated blood stream infections (CLABSI) and catheter-associated urinary tract infections (CAUTI) declined. The time that patients were in the Emergency Department before being admitted was reduced. Ongoing initiatives, including the daily morning safety report and the “Great Catch” program, resulted in numerous other clinical and operational process improvements.

The Epic patient care information system – fully implemented throughout the Hospital, ambulatory sites and numerous community practices – continued to support patient safety by allowing the electronic sharing of patient records and computerized orders for medication, tests and treatments. With improved patient identification procedures, including Epic’s bar coding technology for patient identification, the Hospital reduced laboratory errors by 50 percent.
In 2014, Yale-New Haven Hospital experienced a year of high patient demand. Inpatient volume decreased slightly, with 78,529 patient discharges, but outpatient visits increased to 1.2 million – more than 9 percent higher than last year. YNHH’s “Y Access” patient transfer center grew significantly with an average of nearly 500 transfers per month for a total of 5,878 cases; a 5 percent increase over the previous year. To support more patient transfers, YNHH announced SkyHealth, an air ambulance service which is a joint venture between North Shore-Long Island Jewish Hospital and YNHHS.

Yale-New Haven Hospital received national recognition for its clinical programs and services ranking among the country’s top hospitals in 11 specialties in U.S. News & World Report’s annual “America’s Best Hospitals.” Yale-New Haven Children’s Hospital was also ranked among the best nationally for seven pediatric subspecialties by U.S. News in the 2013-14 Best Children’s Hospitals rankings.

To enhance access to ambulatory programs, YNHH opened several new care sites last year, including a Pediatric Specialty Center in Trumbull and two outpatient Smilow Care Centers in Trumbull and Fairfield, as well as a new ophthalmic oncology suite in Smilow Cancer Hospital. YNHCH opened a Maternal Fetal Medicine Center and expanded the Pediatric Specialty Center at Long Wharf.

YNHH continued to make major investments in the Saint Raphael Campus. The Grimes Center was renovated to better meet patients’ rehabilitation and post-surgery orthopedic needs, and operating rooms and cardiac catheterization labs at the Saint Raphael Campus also underwent major construction this year. The Hospital continued to transition clinical programs between campuses, moving elective joint replacements and spine surgery to the Saint Raphael Campus, as well as opening the prototype inpatient unit for the new Musculoskeletal Center on the Verdi 4 North unit. Geriatrics began its move to the Saint Raphael Campus, and the new Center for Restorative Care for Older Adults prepared to open on Verdi 4 West.
Throughout 2014, YNHH's ongoing commitment to being an Employer of Choice was evidenced by additional investments in programs supporting an employee-friendly work environment, recognizing and rewarding employee accomplishments and providing opportunities for career development and advancement for a workforce now numbering over 12,000.

In 2014, 93 percent of employees completed the Employee Engagement Survey scoring an engagement index of 5.07 out of a maximum of 6.0, which exceeds the national survey benchmark. To enhance manager-employee communications, the Hospital created a management advisory council and a new manager Intranet portal.

To help employees better understand and work with diverse patients and staff, Yale New Haven Health System launched a System-wide diversity and inclusion initiative last year. YNHH's Diversity and Inclusion team has generated several subcommittees to explore avenues of potential change and increased understanding. A Patient Diversity team is reviewing patient data related to diversity and readmissions. An Employer of Choice team has begun an assessment of employee diversity issues. A Staff Education team, working with other System teams, previewed several educational programs and selected Korn Ferry's “Appreciating Differences eLearning” program to be piloted at Greenwich and Bridgeport hospitals. A Supplier Diversity team has been identifying minority and women business enterprises and providing them opportunities to bid on contracts. Last year YNHHS spent over $23 million with more than 300 minority and women-owned companies.

Cultural integration progressed, in parallel with the continued clinical integration between the York Street and Saint Raphael campuses. Supporting these efforts were increased opportunities to create a new nursing shared governance structure, expansion of off-shift executive coverage, the merger of both Volunteer Services departments and Auxiliaries, expansion of employee engagement and recognition programs and standardization of policies and procedures to create a single standard of care across both campuses.

YNHH inducted 154 employees, the largest class ever, into the Quarter Century Club at the annual milestone recognition dinner recognizing employees who reached 25 years of service. More than 2,800 volunteers donated nearly 232,659 hours of service.

Several organizations underscored YNHH’s status as an employer of choice with awards, including Becker’s Hospital Review, the Greater New Haven Chamber of Commerce and the American Heart Association for making the health and wellness of employees a priority. In addition, Best Workplaces for Commuters selected YNHH as a Gold Medal winner, and Practice Greenhealth recognized YNHH with two awards for environmental excellence.
Employer of Choice

YNHHS compensation and benefits programs that included tuition reimbursement options and adoption assistance demonstrated the System’s ongoing commitment to recruitment and retention of employees. More than 7,000 YHHH employees participated in the Know Your Numbers Plus employee wellness program, which helped employees heighten health awareness, improve health and save money on health insurance premiums.

H.O.M.E. Program

Volunteer groups integrate
Community Service

The Hospital built on its long history of helping those in need throughout the region. Yale-New Haven provided over $477 million in total uncompensated care last year, more than $46 million more than last year. This included more than $285 million in Medicaid shortfalls and free and charity care, plus nearly $171 million in bad debt and Medicare shortfalls.

Nearly $88 million dollars were invested in community benefit programs and more than 3,000 people attended YNHH-sponsored community health education-related activities. YNHH assisted more than 1,000 patients with prescription medications and almost 3,500 patients with public transportation needs. In addition, 2,896 people attended support groups and more than 390 people participated in bereavement services.

Yale-New Haven Hospital continued its legacy of serving the community’s most at-risk members throughout the year. To help meet the long-term healthcare needs of the homeless, YNHH collaborated with New Haven’s Columbus House shelter to form the Medical Respite Care program, a 12-bed unit providing services to medically fragile patients transferred after discharge from YNHH.

Another collaborative effort serving vulnerable individuals was the Transitions Clinic – a partnership with the Cornell Scott Hill Health Center, providing a medical home for people recently released from prison and with chronic diseases.

In 2014, the Connecticut Hospital Association awarded YNHH the Community Service Award for its partnership with Project Access-New Haven where YNHH provides assistance to uninsured and underinsured patients. As part of a Community Health Improvement Plan, YNHH led the launch of Get Healthy CT, a coalition dedicated to preventing and reducing obesity.

Additionally, through the Hospital’s annual campaign with the United Way of Greater New Haven, employees raised just shy of $250,000, a 5 percent increase over the previous year’s contributions.
Despite a challenging healthcare environment, Yale-New Haven Hospital experienced better than budgeted financial performance in 2014 and finished the year with an operating margin of 5.5 percent. This was due, in part, to high patient demand and $60.5 million in cost savings from the integration with the Hospital of Saint Raphael as well as by savings totaling $74.2 million from the System wide cost and value positioning initiative designed to increase efficiencies, reduce waste and drive down the cost of patient care. In fact the average patient care service provided in 2014 cost less than it did in 2012 and 2013. Strong revenue cycle management also contributed to the Hospital’s performance.

Thanks to a positive operating margin and many generous supporters, the Hospital was able to enhance its exceptional clinical services and make significant investments in the Saint Raphael Campus in 2014. Donors contributed $15.1 million, and the Hospital’s signature fundraising event, the Closer to Free bike ride, attracted 1,225 riders and 504 volunteers in its fourth year, raising $1.7 million for care and research at Smilow Cancer Hospital.

The challenges to improve quality and access, integrate care and lower costs continue and Yale-New Haven’s performance in 2014 demonstrates the Hospital’s commitment to be a leader in every aspect of healthcare reform. YNHH’s medical staff, employees and volunteers recognize the importance and relevance of the organization’s mission, vision mission, and values and their work is reflected in strong 2014 achievements.
Awards

YNHH Employer of Choice / Provider of Choice awards for 2014

- **Best Doctors**
  - New York Magazine

- **Top Doctors**
  - Connecticut Magazine

- **America’s Best Children’s Hospitals**
  - U.S. News & World Report

- **100 Most Wired Hospitals Award**
  - Hospitals and Health Networks magazine

- **America’s Best Hospitals**
  - U.S. News & World Report

- **Best Workplaces for Commuters**
  - National Center for Transit Research

- **Environmental Excellence**
  - Practice Greenhealth

- **Fit-Friendly Worksite**
  - American Heart Association

- **Great Place to Work**
  - Becker’s Hospital Review

- **LGBT healthcare equality award**
  - Healthcare Equality Index

- **Top Company for Executive Women**
  - National Association for Female Executives
Vision, Mission and Values

**VISION**
Yale New Haven Health enhances the lives of those we serve by providing access to integrated, high-value, patient-centered care in collaboration with others who share our values.

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

**VALUES**
- Integrity
- Patient-centered
- Respect
- Accountability
- Compassion
- Doing the right thing
- Putting patients and families first
- Valuing all people
- Being responsible and taking action
- Being empathetic

Bridgeport Hospital | Greenwich Hospital | Yale-New Haven Hospital | Northeast Medical Group