Dear Friends and Colleagues,

It has been said many times, but bears repeating. The year 2020 was an exceptional year. In the time that has passed since the end of the fiscal year (September 30, 2020), we continue to operate under most unusual circumstances.

From the onset of the COVID-19 pandemic within our hospital and health system in early March and throughout 2020, we, as a hospital, health system community and as a nation, have witnessed and experienced incredible tragedy, fear and loss. At Yale New Haven Hospital, we are proud to say that our employees and medical staff met these and other significant challenges with heroic strength, unsurpassed skill and ingenuity, extraordinary resilience and boundless compassion. We are extremely proud of YNHH’s Healthcare Heroes and exceedingly grateful for all they have done and continue to do in caring for our patients.

The year 2020 also saw significant change at the helm of our hospital. After nearly 15 years at Yale New Haven, Richard D’Aquila announced his decision to transition out of his role as president, leaving us in early October. We miss Rick and thank him for his immeasurable contributions to this organization.

We were delighted to appoint Keith Churchwell, MD, as president of Yale New Haven Hospital. Dr. Churchwell had most recently served as chief operating officer and assumed his position as president in October. We look forward to working with Dr. Churchwell, who brings a wealth of clinical and administrative expertise to the role.

Our challenges in 2020 were unprecedented – it was the first time in more than 40 years that our hospital experienced a financial loss. Still, we have much to be proud of and are grateful for the commitment and contributions of our physicians, employees and volunteers, the dedication and guidance of our board members and the generous support of our donors and community members during this unprecedented year.

As we move forward and anticipate the return to some sense of what was once considered normal, we will strive to continue leading the way in our community, our state and our region to provide the expert, high-quality care that our patients expect and deserve.

Marna P. Borgstrom  Mary C. Farrell  Thomas J. Balcezak, MD
Chief Executive Officer  Chair of the Board of Trustees  Chief Clinical 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

$4.9 billion
Total Assets

$3.5 billion
Net Revenue

(1.8)%
Operating Margin

Patient Volume

68,894
Inpatient Visits

1.3 million
Outpatient Encounters

128,382
Emergency Department Visits

Across the Hospital

14,592
Employees

5,882
Medical Staff

Community Contributions

$11,686,000
Philanthropic support
Charitable Contributions/Annual Fund: $1,424,000
Fund for care of the indigent: $778,000
Other gifts: $9,484,000

$464,400
Uncompensated, Undercompensated Care Costs and Hospital Tax
Uncompensated care costs: $64,000
Undercompensated care costs: $302,600
Hospital Tax: $97,800
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.

Program milestones
The Heart and Vascular Center robotic cardiac surgery team performed YNHH’s 100th robotic mitral valve repair surgery, a procedure that offers patients smaller incisions, less pain and quicker recovery. Another milestone, the Pediatric Critical Care Transport Team recorded its 100th patient transport by SkyHealth. The helicopter was added to the transport program in 2016.

Clinical innovation
As Personal Protective Equipment (PPE) requirements and the critical condition of patients made monitoring more challenging, YNHH implemented the Ventilated Patient Surveillance (VPS) workstation, which remotely analyzes streaming live data from ventilators and escalates emergent events. Additionally, doctors at the Shoreline Medical Center performed the state’s first robotic hernia repair in an outpatient ambulatory setting, using the DaVinci Xi.

Enhancing the patient experience
With ease of use and convenience for patients in mind, YNHH implemented enhancements to the telehealth platform, including screen share, whiteboard and chat functionality, improved integration for interpreter services and the ability for family members to join the video session.
Community Impact

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.

Helping our community in the age of COVID-19

YNHH established COVID-19 testing sites throughout the community to provide testing for asymptomatic community members as well as those with mild symptoms of the virus.

Keeping our community safe

In an effort to help the community adhere to COVID-19 safety guidelines, the YNHH resident staff donated and distributed 2,000 masks to the participants of a locally planned social justice protest.

YNHH receives extensive community support

YNHH has been on the receiving end of tremendous community support during the pandemic. Individuals, area businesses, schools and other organizations donated food, equipment, supplies and funds as well as provided expressions of moral support, encouragement and appreciation.

Expanding access to services

Collaborating with Cornell Scott-Hill Health Center and Fair Haven Community Health Care, YNHH developed the New Haven Primary Care Consortium and opened a community clinic to broaden access to primary care services, Women's Services, Pediatric care, imaging and subspecialty services for the New Haven community.

Closer to Free 2020

To adhere to social distancing guidelines, the annual Closer to Free bike ride changed its format to a virtual ride in 2020. The event raised $1.75 million in gifts and donations.
Awards and Recognition

**Campaign for Human Rights**
Yale New Haven Hospital was designated as an LGBTQ Healthcare Equality Leader by the Human Rights Campaign Foundation in the 2020 edition of the Healthcare Equality Index.

**U.S. News & World Report**
U.S. News & World Report ranked Yale New Haven Hospital among the top 20 hospitals in the nation, plus YNHH ranked nationally in nine of 16 specialties. U.S. News also named Yale New Haven Children’s Hospital among the best children’s hospitals in the nation for seven out of 10 pediatric subspecialties in the 2020-21 Best Children’s Hospitals rankings.

**Top Doctors**
313 YNHH-affiliated physicians were selected as Connecticut Magazine’s 2020 Best Doctors.

**Diversity Inc.**
YNHH was named a Top Company for Hospitals & Health Systems for its commitment to diversity and inclusion.

**Press Ganey**
Press Ganey recognized YNHH’s inpatient rehabilitation center with the Guardian of Excellence Award.

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

Consolidated Balance Sheet

Year ended September 30, (Amounts are in thousands)

<table>
<thead>
<tr>
<th>Assets</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>$327,247</td>
<td>$222,385</td>
</tr>
<tr>
<td>Short-term investments</td>
<td>2,068,491</td>
<td>1,760,265</td>
</tr>
<tr>
<td>Net patient receivables</td>
<td>388,957</td>
<td>370,141</td>
</tr>
<tr>
<td>Professional liabilities insurance receivable</td>
<td>37,879</td>
<td>25,342</td>
</tr>
<tr>
<td>Other assets</td>
<td>176,592</td>
<td>150,695</td>
</tr>
<tr>
<td>Assets limited as to use – debt service fund</td>
<td>5,689</td>
<td>5,889</td>
</tr>
<tr>
<td><strong>Total current assets</strong></td>
<td>3,004,855</td>
<td>2,534,717</td>
</tr>
<tr>
<td>Assets limited as to use</td>
<td>121,285</td>
<td>113,257</td>
</tr>
<tr>
<td>Long-term investments</td>
<td>155,474</td>
<td>115,023</td>
</tr>
<tr>
<td>Professional liabilities insurance receivable</td>
<td>93,780</td>
<td>72,368</td>
</tr>
<tr>
<td>Right of use assets</td>
<td>158,432</td>
<td>—</td>
</tr>
<tr>
<td>Other assets</td>
<td>204,226</td>
<td>178,211</td>
</tr>
<tr>
<td>Property, plant and equipment, net</td>
<td>1,109,597</td>
<td>1,100,282</td>
</tr>
<tr>
<td>Goodwill</td>
<td>45,040</td>
<td>45,040</td>
</tr>
<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td>$4,892,689</td>
<td>$4,158,898</td>
</tr>
</tbody>
</table>
## Consolidated Balance Sheet

Year ended September 30, (Amounts are in thousands)

<table>
<thead>
<tr>
<th>Liabilities and Net Assets</th>
<th>2020</th>
<th>2019</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>$566,544</td>
<td>$465,479</td>
</tr>
<tr>
<td>Current portion of long-term debt</td>
<td>10,713</td>
<td>10,332</td>
</tr>
<tr>
<td>Current portion of finance lease obligations</td>
<td>2,989</td>
<td>2,731</td>
</tr>
<tr>
<td>Current portion of professional liabilities</td>
<td>37,879</td>
<td>25,342</td>
</tr>
<tr>
<td>Variable rate debt classified as current</td>
<td>191,788</td>
<td>199,569</td>
</tr>
<tr>
<td>Other liabilities</td>
<td>151,735</td>
<td>50,092</td>
</tr>
<tr>
<td><strong>Total current liabilities</strong></td>
<td>$979,842</td>
<td>$753,545</td>
</tr>
<tr>
<td>Long-term debt, net of current portion and deferred financing costs</td>
<td>537,273</td>
<td>541,577</td>
</tr>
<tr>
<td>Long-term finance lease obligations, net of current portion</td>
<td>34,468</td>
<td>37,339</td>
</tr>
<tr>
<td>Accrued pension and post-retirement benefit obligations</td>
<td>255,891</td>
<td>239,186</td>
</tr>
<tr>
<td>Professional liabilities, net of current portion</td>
<td>157,917</td>
<td>127,146</td>
</tr>
<tr>
<td>Operating lease liability – long term</td>
<td>140,903</td>
<td>—</td>
</tr>
<tr>
<td>Other liabilities</td>
<td>560,880</td>
<td>319,156</td>
</tr>
<tr>
<td>Deferred revenue</td>
<td>36,529</td>
<td>37,767</td>
</tr>
<tr>
<td><strong>TOTAL LIABILITIES</strong></td>
<td>$2,703,703</td>
<td>$2,055,716</td>
</tr>
<tr>
<td><strong>Net assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Without donor restrictions</td>
<td>2,064,708</td>
<td>1,981,283</td>
</tr>
<tr>
<td>With donor restrictions</td>
<td>124,278</td>
<td>121,899</td>
</tr>
<tr>
<td><strong>Total net assets</strong></td>
<td>$2,188,986</td>
<td>$2,103,182</td>
</tr>
<tr>
<td><strong>TOTAL LIABILITIES AND NET ASSETS</strong></td>
<td>$4,892,689</td>
<td>$4,158,898</td>
</tr>
</tbody>
</table>
## Consolidated Statement of Operations

Year ended September 30, (Amounts are in thousands)  

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operating revenue</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net patient service revenue</td>
<td>$2,935,575</td>
<td>$3,000,413</td>
</tr>
<tr>
<td>Other revenue</td>
<td>531,001</td>
<td>258,681</td>
</tr>
<tr>
<td><strong>Total operating revenue</strong></td>
<td>3,466,576</td>
<td>3,259,094</td>
</tr>
<tr>
<td><strong>Operating expenses</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries and benefits</td>
<td>1,378,359</td>
<td>1,154,913</td>
</tr>
<tr>
<td>Supplies and other</td>
<td>1,964,644</td>
<td>1,782,808</td>
</tr>
<tr>
<td>Depreciation and amortization</td>
<td>119,004</td>
<td>109,245</td>
</tr>
<tr>
<td>Insurance</td>
<td>46,121</td>
<td>35,844</td>
</tr>
<tr>
<td>Interest</td>
<td>21,508</td>
<td>26,097</td>
</tr>
<tr>
<td><strong>Total operating expenses</strong></td>
<td>3,529,636</td>
<td>3,108,907</td>
</tr>
<tr>
<td><strong>(LOSS) / INCOME FROM OPERATIONS</strong></td>
<td>(63,060)</td>
<td>150,187</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>134,871</td>
<td>61,914</td>
</tr>
<tr>
<td>Loss on refunding</td>
<td>—</td>
<td>(2,943)</td>
</tr>
<tr>
<td>Change in fair value of swap, including counterparty payments</td>
<td>(24,922)</td>
<td>(44,489)</td>
</tr>
<tr>
<td><strong>Total non-operating gains, net</strong></td>
<td>109,949</td>
<td>14,482</td>
</tr>
<tr>
<td><strong>EXCESS OF REVENUE OVER EXPENSES</strong></td>
<td>$46,889</td>
<td>$164,669</td>
</tr>
</tbody>
</table>
In health care, we are trained to expect the unexpected. Yet, the coronavirus tested Yale New Haven Hospital and pushed its abilities and capacities in unprecedented ways.

Throughout 2020 and the pandemic, YNHH, working with state and community partners, helped lead the fight against COVID-19 by delivering innovative clinical care and taking exceptional steps to protect patients and families, our staff and our community. By collaborating with medical partners, including Yale School of Medicine (YSM) and Yale Center for Clinical Investigation (YCCI) as well as local health and government officials, YNHH played a major, integral role in the battle against COVID-19.

When challenged by extraordinary circumstances, in true heroic fashion, YNHH employees and medical staff came together to do amazing work. YNHH’s Healthcare Heroes rushed towards the challenges and met them head on to provide the best possible high-quality, patient-centered care, serve the community and care for each other.

Major COVID-19 milestones at YNHH

- **March 9**: COVID-19 Call Center launches with employees fielding more than 2,600 calls in first week
- **March 13**: Virology Lab begins onsite COVID-19 testing for patients
- **March 14**: First COVID-positive patient admitted at YNHH
- **March 16**: YNHH restricts visitors and suspends volunteer programs
Caring for our patients

With record census numbers and a need to care for sick patients with a “new” disease, YNHH developed a number of new initiatives to effectively and efficiently care for COVID and non-COVID patients, including:

- Launched a COVID-19 Call Center for patients, community members and employees, answering more than 171,000 calls in the first six months.
- Created isolated COVID units by relocating non-COVID patients from the top three floors of Smilow Cancer Hospital to the Saint Raphael Campus.
- Converted regular patient rooms into negative air pressure rooms by installing temporary exhaust systems that help keep potentially contaminated air from spreading.
- Developed an onsite COVID-19 test in the Virology Laboratory which led to faster diagnosis and treatment for patients.
- Utilized telehealth for patient visits, with YNHHS clinicians conducting hundreds of thousands of video visits and phone consults.
- Expanded the use of technology with electronic check-ins and patient self-scheduling and self-screening.
- Working with Yale School of Medicine, helped launch Phase 3 of the groundbreaking Pfizer COVID-19 vaccine trial at YNHH.

Major COVID-19 milestones at YNHH

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>March 18</td>
<td>YNHH begins employee COVID-19 testing</td>
</tr>
<tr>
<td>April 22</td>
<td>Peak of the pandemic in 2020 with 450 COVID-19 positive patients at YNHH</td>
</tr>
<tr>
<td>April 29</td>
<td>Health System discharges 1,500th COVID-19 patient from YNHH</td>
</tr>
<tr>
<td>May 26</td>
<td>Health System clinicians surpassed 111,000 telehealth visits</td>
</tr>
</tbody>
</table>
Caring for our employees

The year 2020 was remarkable in so many ways. YNHH employees led the way as Healthcare Heroes each day, in all of our work. Our employees deserve the highest accolades for all they have done, and continue to do, to take care of our patients in the safest, most effective ways. In order to help support YNHH Healthcare Heroes during this pandemic, the hospital developed additional processes and procedures to keep employees safe. We also created programs to enhance employee well-being and self-care. Some initiatives:

- Transformed the Regional Operations Center (ROC) into a personal protective equipment (PPE) warehouse and worked with vendors for procurement of critical PPE to keep staff protected.
- Established the YNHHS Healthcare Worker Support Team to develop supportive programs.
- Created Quiet Rooms for employees, providing space for them to step away for peaceful moments.
- Introduced the Buddy Program to encourage employees to pair up and support each other.
- Set up Well-being Check-ins to help employees cope with stress and support emotional needs.
- Developed the Employee Well-being and Resources intranet page, a one-stop resource for information and programs to support employees’ work and home needs.
- Maintained an online Kudos Board to solicit words of thanks and encouragement.
- Awarded employees a monetary COVID-19 Recognition Award equal to 5 percent of pay for addressing the challenges of the pandemic with exemplary performance.

Major COVID-19 milestones at YNHH

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>June 20</td>
<td>COVID-19 Call Center exceeded 100,000 calls from community and staff</td>
</tr>
<tr>
<td>August 17</td>
<td>YNHH and YSM announced start of Phase 3 of Pfizer vaccine trial</td>
</tr>
<tr>
<td>August 31</td>
<td>More than 3,000 COVID patients had been discharged from YNHHS hospitals</td>
</tr>
</tbody>
</table>
In This Together

During this time of great uncertainty, fraught with angst, even fear, it was critically important that YNHH Healthcare Heroes knew that they were not alone, that we were all in this together and that they could depend on Yale New Haven Hospital and each other to get through the crisis. At Yale New Haven, the “Together” campaign became the rallying point throughout the 2020 pandemic within Yale New Haven Hospital and ultimately, throughout the country.
**YNHH Leadership**

**YNHH Board of Trustees**
- Bruce Alexander
- Nancy J. Brown, MD
- Marna P. Borgstrom, CEO
- Vincent A. Calarco
- Erik Clemons
- Jocelyn Cunningham
- Richard D'Aquila, President
- Karen DuBois-Walton
- James Elrod
- Mary C. Farrell, Chair
- William W. Ginsberg
- Thomas Hanson, MD
- Joni Hansson, MD
- Aaron P. Hollander
- Thomas B. Ketchum
- Marvin K. Lender
- Linda Koch Lorimer, Secretary
- Julia M. McNamara, Vice Chair
- Sister Rosemary Moynihan
- Stephen Murphy
- Peter Salovey
- Michael Sproule
- James P. Torgerson

**Senior Management**

**Chief Executive Officer**
- Marna P. Borgstrom*

**President**
- Richard D'Aquila*

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

**Senior Vice Presidents**

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

**Executive Vice President and Chief Operating Officer**
- Keith Churchwell, MD

**Senior Vice President, Operations**
- Michael Holmes

**Senior Vice President, Operations Executive Director, Musculoskeletal and Neurosciences**
- Michael Loftus

**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, Operations and Executive Director, Women's and Children's Services**
- Cynthia Sparer

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

**Executive Vice President and Chief Financial Officer**
- Vincent Tammaro*

**Senior Vice President and Chief Nursing Officer**
- Ena Williams, RN

**Vice Presidents**

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

**Vice President, Community and Government Affairs**
- Kyle Bailou*

**Vice President, Facilities Design, Construction and Real Estate Services**
- Stephen Carbery*

**Vice President, System Compensation and Benefits**
- Michael Dimenstein*

**Vice President, Medicine Services**
- Thomas Donohue, MD

**Vice President, Women's Services**
- Katie Donohue, RN (Interim)

**Vice President, Marketing and Communications**
- Robert B. Hutchison III*

**Chief Experience Officer**
- Joan Kelly*

**Vice President, Surgical Services**
- Maxwell Laurans, MD

**Chief Pharmacy Officer and Vice President, Corporate Supply Chain**
- Lorraine Lee*

**Vice President, Network Development, Smilow Cancer Hospital**
- Arthur Lemay

**Vice President, Clinical Services**
- Richard Lisitano

**Vice President and Executive Director, Heart and Vascular, Transplantation Center and Medicine Services**
- Francine LoRusso, RN

**Vice President, Digestive Health**
- Susan Maxwell, RN

**Vice President, Post-Acute Services**
- Kathleen O'Leary*

**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, Children's Hospital**
- Lynne Sherman, RN (Interim)

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

**Vice President, Human Resources**
- Melissa Turner

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

**Vice President, Accreditation and Regulatory Affairs**
- Victoria Dahl Vickers*

**Vice President, Development**
- Kevin F. Walsh

**Administration**

**Center for Outcomes, Research Evaluation**
- Jennifer Mattera

**Clinical Operations**
- Ohm Deshpande, MD*

**Corporate Supply Chain Management**
- Jacqueline Epright*

**Digestive Health**
- Joseph Mendes

*YNHH employees with significant YNHH roles
YNHH LEADERSHIP

Emergency Services
Beth Liebhardt, RN

Facilities Design and Construction
Mario Vieira*

Heart and Vascular
Elizabeth Fletcher, RN

Hospitalist Services
William Cushing, PA

Human Capital, Governance and YNHH Catholic Heritage
Cindy von Beren*

Medicine Services
Margot Manacchio, RN

Medical Staff Administration
Theresa Zink-Lederer*

Musculoskeletal Services
Joshua Forler

Nursing and Surgical Services
Jeannette Bronsord, RN

Oncology Services
Sonia Grizzle

Perfusion Services
Holly-May Robins, RN

Perioperative Services
Jane Wagner, RN

Pharmacy Services
Stacey Vaeth

Plant Engineering
Nicholas Zauner*

Real Estate
Joseph Caruso*

Safety and Quality
Alison Vail

Support Services and Sustainability
Dean Caruso

System Laboratory
Peter Marone*

Talent Acquisition
Dorinda Mariner

Total Rewards
Angel Bruno

Administrative Departments
Ambulatory Operations
Rebecca McCray, RN

Central Sterile Supply
Margaret Cintron

Day Care Center
Lynn Weiner

Development
Lucy Sirico

Digestive Health
Lori Ryder, RN

Food and Nutritional Services
Sean Collins

Graduate Medical Education
Steven Huot, MD

Grimes Center
Carol Work

Heart and Vascular
Matthew Gordon

Laboratory Medicine
David Strongin

Medicine
Anna Andreozzi, RN

Musculoskeletal and Neurosciences
Kathleen Esposito

Oncology Services
Monica Fradkin, RN

Parking and Transportation
Rodney Slaughter

Patient Experience
Alan Friedman, MD

Patient Services
Maureen Major Campos, RN

Pediatric Services
Denice Baxter, RN

Perioperative Services
Craig Odermatt

Plant Engineering
Todd Hedges

Professional Practice and Education
Judith Hahn, RN

Protective Services
Nicholas Proto

Psychiatric Services
Marshal Mandelkern, MD

Radiation Therapy
Frank Claudio

Rehabilitation Services
Vikki Winks

Respiratory Care
Michael Nay

Social Work
Javier Alvarado*

Strategic Initiatives, President’s Office
Marie-Helene Gratton

Trauma and Surgical Services
Denis Hawkins

Volunteer, Patient and Guest Services
Lynelle Abel*

Wellness and Employee Population Health
Mark Russi, MD*

Women’s Services
Lindsey Garcia, RN

Auxiliary Officers
President
Anne Marie Chuckrey

President-elect
Beverly Lewis

Treasurer
Caren Carpenter

Assistant Treasurer
Janet Crean

Recording Secretary
Judy O’Connor

Corresponding Secretary
Diane Rubino

Ex-Officio
Immediate Co-Past Presidents
Sylvia Greene
Ellen Highkin

Administrative Liaison
Joan Kelly

*YNHHS employees with significant YNHH roles
Medical Staff Leadership
FY2020 (10/1/19 - 9/30/20)

Medical Staff Administration
Chief Clinical Officer
Thomas J. Balcezak, MD
Vice President, Clinical Operations
Ian P. Schwartz, MD
Medical Director, Medical Affairs
Alan H. Friedman, MD
Medical Director, Physician Liaison Services
Sandip K. Mukherjee, MD, FACC

Medical Staff Officers
President
Eugenia Vining, MD
President-Elect
Michael Caty, MD
Secretary
Michael O’Brien, MD, PhD
Past President
Lynn Tanoue, MD

Department and Section Leadership
Anesthesiology
Roberta L. Hines, MD, Chief
Child Psychiatry
Linda Mayes, MD, Chief
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