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Yale-New Haven Hospital

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In the hands of others 2007 Annual Report Yale-New Haven Hospital

Yale-New Haven Hospital

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Some kind of miracle

4 Triple jeoparду

6
In the nick of time

When experience counts

1 gentler fix

An ideal match



In the bands of others

Sometimes life's most important decisions need to be made at the most difficult times.

When you're confronting a crisis or dealing with a trauma ... blindsided by the unexpected or devastated by a diagnosis ...

At those times, you often need to place your health and your life in the hands of others.

You might be making decisions for someone you love who is unable to decide – a child who is vulnerable ... a parent who is frail.

At those times, you need to trust.

Trust in the name, the place,
the reputation and the experience.
Trust in the hands of others.

If you are facing cancer ...
heart disease ... organ failure ... a high risk
pregnancy ... trauma ... or anything
that threatens your health or your life ...

Trust Yale-New Haven Hospital.

Some kind of mi by Katie Fischer f art truly imitates life, then Red Baller Sandas Ben Shapiro and Meredith Grey of "Grey's Anatomy" have a lot in common and a lot to be grateful for. SHAPIRO, PRODUCING THE SOUND TRACK FOR A UCONN MEN'S BASKETBALL GAME AT THE HARTFORD CIVIC CENTER





Felix Lui, MD (left) and Kevin Schuster, MD

n February 15, 2007, Joan Abrams, of Upper Saddle River, New Jersey, and her daughter, Robyn Shapiro, were watching an episode of "Grey's Anatomy," in which Meredith nearly drowns at the site of a ferryboat accident.

Hours later, Abrams and her husband, Michael Shapiro, received a phone call from a nurse at the Yale-New Haven Trauma Center, telling them that their 23-year-old son, Ben, a senior at Quinnipiac University, had been in a terrible car accident. Like Meredith Grey, Shapiro had been submerged under water afthe car he was driving veered off the slick, wintry road through a chain-link fence, causing his car to roll down an embankment and plummet upside down into the icy Mill River.

"There was no question in my mind when I spoke with the surgical resident at Yale-New Haven that Ben suffered an unsurvivable injury," said Michael Shapiro, MD, who is chief of organ transplantation at Hackensack University Medical Center in New Jersey.

When Ben's family arrived at Yale-New Haven, Ben's chance of recovery looked bleak. After more than 20 minutes under water, Ben was severely hypothermic and in critical condition. He had sustained significant pulmonary and head injuries as well as multiple facial fractures.

"When we arrived at the ICU [intensive care unit] at 4:30 in the morning, the doctors had very little hope for us," said Joan Abrams, Ben's stepmother, a registered nurse and administrative director of organ transplantation at Hackensack University Medical Center. "They told us he had likely succumbed to drowning, and that even if they could revive him, he would probably suffer massive brain damage. We were incredulous and devastated. We had no idea what to do or think. As medical folks, we knew that Ben had very little chance of surviving this tragedy but we had to hope."

Over the next 12 hours, the heroic feats of Shapiro's care team, led by Kevin Schuster, MD, attending trauma surgeon and assistant professor of trauma surgery at Yale School of Medicine, helped their patient overcome death.

"In the six to 12 hours after Ben was admitted, the trauma team had done a beautiful job of reversing most of the damage caused by the drowning," said Kimberly A. Davis, MD, chief of the section of trauma, surgical critical care and surgical emergencies at Yale School of Medicine and trauma medical director for YNHH. "He was re-warmed, his blood volume was restored and his lung damage began to reverse." Over the next nine days, Ben remained in a coma on life support.

"We had no idea if he would have any brain function," said Joan Abrams. "When Ben woke up and started talking and making sense, we were ecstatic! Dr. Felix Lui (assistant professor of surgery at Yale School of Medicine), one of the trauma surgeons, deserves special recognition. But everyone from the trauma service and in the surgical intensive care unit was amazingly skilled and comforting. As someone involved in trauma for over 20 years, I know how easy it is to forget the importance of being nice."

While he has no memory of his accident, Shapiro says the event was more painful for his family and friends "who watched and waited."

"I don't remember any details of the accident," said Shapiro, who said his last recollection, though somewhat foggy, was taking his girlfriend, Diana, for an expensive Valentine's dinner on February 14. "It wasn't until I received the American Express bill that triggered my memory leading up to that evening." said Shapiro.

Four weeks after his accident, Shapiro returned to Quinnipiac University to resume his studies

and graduated on May 4, 2007, with a degree in communications. He juggles numerous jobs as a production assistant for Yonkers Raceway and as a freelance audio technician at major sporting events including the U.S. Open and Red Sox games. October 24, Shapiro landed a gig at Fenway Park, where he was able to see his beloved Red Sox play in the World Series.

"To be able to work while watching the Red Sox play in the series was a dream come true," said Shapiro.

Dr. Davis and Dr. Shapiro, Ben's father, agreed that Ben was lucky his accident took place in winter, noting that the icy water was protective as it lowered his body temperature and decreased his body's metabolic needs.

"Ben made a miraculous recovery," said Dr. Shapiro.
"I've been a surgeon for 30 years. I don't give compliments lightly.
None of this would have been possible without the stellar care pro-

vided by the surgical critical care team members at Yale-New Haven."









Joshua Copel, MD

fter five years of fertility counseling and several heart-wrenching miscarriages, Ariana and her husband, David, were emotionally and physically drained. Then, in November 2005, came the news that Ariana was pregnant. Once multiple heartbeats were confirmed, Ariana was referred to Yale-New Haven Hospital's section of maternal-fetal medicine for observation. Ariana's obstetrician and the maternal-fetal medicine group made plans to co-manage her pregnancy.

Although her emotions jumped back and forth from thrilled, to panicked, to terrified, to ecstatic, Ariana continued her daily routine, as much of a routine as anyone carrying triplets can have. She visited the hospital's maternal-fetal outpatient facility at Long Wharf for check-ups, sonograms and fetal monitoring.

Five months into the pregnancy, at 21 weeks gestation, physicians diagnosed "Baby Boy A" (David) with a heart defect called Tetralogy of Fallot. They emphasized how important it would be for Ariana to carry the triplets for as long as possible, even though it was very likely that she would deliver the babies prior to their due date of August 16.

Two weeks later, a nervous Ariana began having contractions – she wasn't sure what was happening, but she was sure that it was too early for the babies to be born. Yale-New Haven specialists were able to stop the contractions and placed her on at-home bed rest, where she remained for five weeks.

During week 29, physicians identified a problem with "Baby Boy C" (Michael). He was not growing as much as his siblings. His condition was attributed to intrauterine growth restriction (IUGR). At that point, doctors recommended that Ariana continue the pregnancy in the hospital's maternal special care unit (MSCU), where she and the babies could be closely observed with the unit's sophisticated fetal and maternal cardiac monitoring and a specially trained nursing staff.

Had Michael's heart rate or blood flow started to fail, they would have had to deliver him right away, but his condition remained stable. For the next few weeks, Ariana and David continued on their emotional rollercoaster as they willed each baby to grow stronger in preparation for what would likely be an early delivery.

On June 21, 2006, David, Olivia and Michael arrived, weighing in at 3 pounds, 9 ounces; 2 pounds, 11 ounces; and 2 pounds, 3 ounces, respectively. Proud mom Ariana would have to wait to celebrate, though. After initial exams, the tiny babies were whisked off to the hospital's Newborn Special Care Unit (NBSCU).

Ariana, who experienced a difficult cesarean delivery, needed to remain in the operating room for further surgery.

"Yale-New Haven Hospital's high-risk pregnancy group is unique in that we offer the entire spectrum of care from pre-conception counseling – particularly if a couple has reason to believe there may be risks involved in conceiving – through first trimester screening, prenatal diagnosis and monitoring throughout the pregnancy, and right up to birth and postpartum," said Joshua Copel, MD, director of the Yale fetal cardiovascular center and vice thair of obstetrics.

"Our on-site maternal special care unit for pregnant women with extra-sensitive needs and our newborn special care unit for babies with health challenges make Yale-New Haven

> Hospital the best choice for overall care for expectant families," he added. Yale-New Haven's maternal-fetal medicine program delivers approximately 500 high-risk babies, plus an

approximately 500 high-risk babies, plus an additional 150 mothers transferred from throughout the region annually.

"Caring for the special needs of the Fritz family was a true team effort involving many physicians, nurses and staff within our maternal-fetal medicine departments," said Dr. Copel. "We are dedicated to doing our best to help

families like theirs and others have successful pregnancies even with high-risk circumstances."

Within a month after their birth, each of the Fritz babies was home with Mom and Dad. David has had two heart surgeries at Yale-New Haven Children's Hospital and might need a third one someday, but is doing very well.

"Although we had a tough experience, we can't say enough about the wonderful network at Yale-New Haven Hospital. We are grateful for not only the highly-skilled clinical care we received, but also the exceptional emotional support," said Ariana.

"Each of them has his own personality and they keep us very busy," said Ariana of her triplets. "But we are not complaining – we are thrilled to have them."

"We have Yale-New Haven Hospital to thank for three beautiful babies...now if only they could help us chase after them!"









Sukru Emre, MD

f it worked, a transplant would end a lifelong struggle to stay healthy. When John was four weeks old, doctors at YNHH diagnosed him with biliary atresia, a rare condition in which the bile duct between the liver and small intestine is blocked. He spent his first year in the hospital and underwent two major surgeries. Later he thrived and eventually grew to 6 feet tall. Then last May, he lost weight, and the itching and yellowing came back. His liver was failing, and doctors told him he would need a transplant.

"Unfortunately, no one knows when or if a liver will become available, so our initial goal in the hospital was to keep John alive and as comfortable as possible. There is a lot of multidisciplinary work that goes into caring for a patient like this," said Pramod Mistry, MD, PhD, director of the Inherited Metabolic Liver Disease Clinic at Yale-New Haven Hospital.

and section chief of gastroenterology/hepatology at Yale-New Haven Children's Hospital.

In the next few months, John lost 25 pounds, and rising levels of ammonia in his blood began causing confusion. Substances accumulating from his bile duct made the itching so intolerable that he finally resorted to using credit cards to scratch himself.

"In cases like this, life expectancy is cut short dramatically." Dr. Mistry said. The doctor turned to "desperate measures," including frequent plasma exchanges, which involved putting John on a machine that essentially cleaned out his blood.

John's outlook changed with the arrival of Sukru Emre, MD, at YNHH last July to direct the Yale-New Haven Transplantation Center and serve as section chief of transplant surgery and immunology at YNHH and Yale School of Medicine. Prior to coming to New Haven, Dr. Emre directed both the pediatric and adult liver transplant programs at Mount Sinai Medical Center. Under his leadership, the program at Mount Sinai became one of the nation's best.

Dr. Emre, who is internationally known in his field, has participated in the transplantation of 3,500 livers – 1,500 of them by himself. He is among a handful of surgeons across the country with experience in living donor transplants, which use a portion of a liver from a live donor; and split liver transplants, which divide one liver between two recipients. He has also performed domino liver transplants, in which a liver that needs to be removed from

one patient is transplanted into a second patient and the first patient receives a liver from a deceased or living donor.

"For John, the clock was ticking," said Dr. Emre. The young patient's father wanted to donate part of his liver to his son, but Dr. Emre was concerned that the surgery was too risky for him. Meanwhile, as John got sicker, his name moved higher on the list of patients waiting for an organ from a deceased donor.

Finally, at 2 in the morning, John got the call that a liver was available, and things began to move quickly. One of Dr. Emre's colleagues was dispatched to Rhode Island to get the liver, and by mid-morning the surgeon was walking alongside his patient on the way to the operating room.

John's operation was challenging and extremely tedious because of extensive scar tissue from his previous surgeries, which included a Kasai pro-

cedure – a way to bypass his blocked bile ducts when he was an infant. Dr. Emre carefully separated the scar tissue to avoid bleeding or perforation of the intestine. "When I explain this to patients and families, I give the example of sticking two sheets of paper together with Krazy Glue," Dr. Emre said, "then separating them without causing any damage." Surgeons have been performing liver

transplants for 40 years, and in the past five to 10 years the operations have grown increasingly sophisticated.
Dr. Emre expects to do 80 to 100 liver transplants a year at YNHH, in addition to the heart, kidney and pancreas transplants

performed by other Yale-New Haven surgeons.

Meanwhile, John comes back to the hospital only for follow-ups. He missed half of his senior year at Fitch High School in Groton, including his homecoming dance, but says that was a small price to pay considering how well things worked out for him. Now he is keeping up academically with his tutors and looking ahead to college next year. He may even consider a career in medicine.



Early last spring, Gerald Faris, PhD, was plaqued with what he thought was a sinus infection and periodic low-grade fevers. But his energy level was high and he plowed through it. By May he was fine; in fact he was outside ripping up planks at his Hamden home so his deck could be rebuilt.

When experie ce counts

PSYCHOLOGIST GERALD FARIS, IN HIS GLASTONBURY OFFICE





Steven Wolfson, MD

hurt my back in the process, so I quit," said Dr. Faris, a clinical psychologist with a practice in Glastonbury. "I was lying down about 36 hours later, when it suddenly felt as though someone had driven a spike through my spine." The pain was so excruciating, he went to Yale-New Haven Hospital by ambulance. The paramedics took his temperature in the ambulance and it was 102.6 degrees.

At the hospital, blood cultures showed streptococcus bacteria. "The bacterial concentration was so high, they couldn't count it," said Dr. Faris. "Yet I had no symptoms."

An echocardiogram showed the source of the raging infection to be his heart — a clump of bacteria on his prolapsed mitral valve. The condition was diagnosed as "subacute bacterial endocarditis." Because of damage from the bacterial infection, the heart valve's two flaps of tissue — which normally open and close to allow blood to flow in one direction — were no longer working properly. The flaps were allowing

working properly. The flaps were allowing blood to regurgitate back into the ventricle. In time, this could cause the blood pressure to rise and the heart to enlarge.

In addition to the cardiac problems, an MRI revealed that Dr. Faris had ruptured a disc in his back, but there was no sign of infection near the soine.

Were the back injury and the bacterial infection in the mitral valve related? Was one the cause of the other, and if so, which came first? When would it be safe to repair the infected valve? And what about the damaged disc? The case was complicated. Medical students and residents visited Dr. Faris' room daily to observe and learn about this unusual situation.

Communication would be key in both the diagnosis and the treatment. Internist David Melchinger, MD; cardiologist Steven Wolfson, MD; infectious disease specialist Jeffrey Topal, MD; orthopedic surgeon Michael Murphy, MD; and cardiothoracic surgeon Richard Shaw, MD, were on the case. To put the pieces of this medical puzzle together, it was crucial for these physicians to work collaboratively. "They did it just right," said Dr. Faris.

Drs. Topal and Melchinger were convinced the strep infection had invaded the spine. "It won't show up there for another month," they predicted, "but it will show up." Sure enough, the bacterial infection in the spine showed up on an MRI done four weeks later – as predicted. Unlike flesh infections, which show up easily in the blood, bone infections are harder to detect because bacteria buries itself and can hide in the bone.

Dr. Wolfson recognized that Dr. Faris would need valve surgery, and that while waiting for the bacteria count to go down his heart would need to be protected with medication to keep it from enlarging and his blood pressure from rising. Any surgery was out of the guestion until the bacteria were completely gone.

Dr. Faris was hospitalized for 10 days on intravenous antibiotics and painkillers. After he got out of the hospital, he was on antibiotics for three months – with an intravenous access called a PICC line (peripherally inserted central catheter) and a computerized medication pump for eight weeks and oral

intense about that infection," said Dr. Faris.
"I had just turned 70 and had never been in
the hospital or on medication," said Dr. Faris.
"I was in great shape. Apparently, my immune system fought this infection until I
strained my back which helped the bacteria
rupture the disc."

antibiotics for another six weeks, "Dr Topal was

Dr. Faris got lucky in one respect – after four months, the injured disc had disintegrated completely and the two vertebrae above and below the disc had fused perfectly. Dr. Murphy and the other

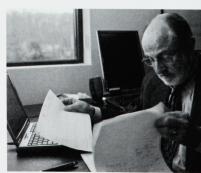
physicians were surprised that no neurological damage had occurred in the legs from the ruptured disc.

By October 5, the coast was clear for Richard Shaw, MD, to perform open heart surgery – not only repairing the valve, but performing three small coronary artery bypasses for narrowings which had been revealed on an angiogram the day before.

"I am very grateful for the fact that I have a good genetic inheritance and for these top-notch physicians, nurses and technicians," said Dr. Faris

"Experienced people like these are worth their weight in gold," said Dr. Faris. "These physicians are the best I've ever seen – they talked to each other, shared information and collaborated in what appeared to be

a well-choreographed process." He joked, "On top of that, I'm a good patient!"







John Fahey, MD, Bart E. Muhs, MD, PhD, and Jeremy Asnes MD

ohn Fahey, MD, pediatric cardiologist at Yale-New Haven Children's Hospital, and associate professor of cardiology at Yale School of Medicine, told the family to relax – the doctors were going to go do their homework.

The Marino family had experience with cardiac specialists. When Matthew was 15 and playing basketball, he slipped and broke his wrist, and the emergency room doctors were surprised at how his blood pressure soared. They sent him for an MRI, which found an aortic coarctation, a narrowing of the major artery leading to the heart. Aortic coarctations occur in approximately 1 out of 10.000 people, and there are usually

symptoms at birth, but Matthew's newborn body had somehow compensated and the problem remained hidden.

After his broken wrist. Matthew was

referred to the Yale-New Haven Children's Hospital, where a pediatric cardiology team inserted a small mesh metal tube called a stent to keep the coarctation site open.

As Matthew's body grew, along with hi

As Matthew's body grew, along with his vascular anatomy, his doctors went back in once to stretch the stent. Recently he had been walking on a treadmill for up to an hour a day and had lost 45 pounds. Had exercise caused the aneurysm? Not at all, Dr. Fahey told him. It was likely that the stent caused a small nick the last time it was stretched, when Matthew was 16. This weakened the aortic wall, making it a likely place for an aneurysm to develop.

Historically, aortic aneurysms in need of repair are treated with major surgery, which can carry serious risks, including paralysis and even heart attack. A newer option would be to cover the aneurysm with a second stent — a covered stent that would act like a permanent Band-Aid, allowing any tear to heal and the aneurysm to shrink away.

However, because aortic aneurysms are generally an adult problem, all of the approved stents were too big for Matthew's aorta. So Dr. Fahey and Jeremy Asnes, MD, a pediatric cardiologist and assistant professor of pediatrics at Yale, consulted with Bart E. Muhs, MD, PhD, recently appointed co-director of YNHH's endovascular program and assistant professor of vascular surgery and radiology at Yale. While Dr. Muhs repairs aneurysms mostly on adults, he is a world expert on stents. He wrote his dissertation on stents, had worked in Europe pioneering

stent procedures not yet available in the United States, and regularly visits factories to advise manufacturers on designing new stents.

"We needed a creative solution for Matthew," said Dr. Muhs. He devised a simple one: Use a covered stent designed for a smaller vessel — one used to repair aneurysms in the iliac artery, which supplies the walls of the buttocks and pelvis in adults — deploy it outside of the body, and repackage it into a longer, straw-like delivery system able to reach Matthew's aorta. This stent

was made of Dacron and stainless steel, and measured about the width of a syringe. The three doctors performed dry runs by applying the stent to a

syringe, which simulated the section of the aorta where the aneurysm was.

Meanwhile, Dr. Fahey tried to ease the growing anxiety for Matthew's family. "He's very comforting, caring and sincere, and very intelligent. He encouraged us not to worry about it; it was his job to worry about it." said Debbie Marino.

An open operation for an aortic aneurysm would have meant up to two weeks in the hospital, and the risk of serious side effects. Instead, Matthew's doctors brought him into the catheterization lab, where they made an

incision in his groin and used a straw-like sheath to insert the stent and advance it up the aorta to the site of the aneurysm. They used X-ray images to guide them. Matthew was under anesthesia for two hours and woke up with a one-and-a-half-inch incision. He went home the next day. Two months later, he was shooting baskets and taking classes at a local community college.

At four weeks, a CT scan showed the aneurysm was gone. Doctors at Yale-New Haven will monitor Matthew closely with ultrasounds for what they fully expect to be a long and healthy life.









Harold Tara, MD

m a yackey kind of guy. I do it religiously at church – put people at ease through talk," said Vidal, who credits this joie de vivre for helping shepherd him through his medical journey.

On July 3, after more than a month of feeling "fantastically tired," Vidal was diagnosed with adult acute myeloid leukemia (AML), a cancer of the blood and bone marrow that rapidly progresses if not treated immediately. He was admitted to the oncology unit at Yale-New Haven Hospital to begin the first phase of his treatment – a month-long induction of chemotherapy – led by Harold Tara, MD, associate section chief of hematology/oncology at YNHH and clinical instructor of medicine at Yale School of Medicine.

"I saw Dr. Tara every day," said Vidal. "I had a comforting sense that he and the rest of my health-care team were people who had seen this stuff before and knew how to deal with it."

Once Vidal completed his course of chemotherapy to slow down and stop the spread of cancer in his body, he was discharged for a two-week reprieve before beginning a second, more intense phase of his treatment, the consolidation or intensification phase, aimed at killing off any remaining leukemia cells that may still be present.

"When I went home after my initial round of chemotherapy, there were minor setbacks," said Vidal. "Over the weekend, I started running a minor fever. Dr. Tara had insisted I call him if my fever ever went up. My first call was on a Saturday, and my fever was 99 degrees. He had me call him every four hours. My fever went to 99.8. At that, Dr. Tara said, 'I'm putting you in the hospital. I think by Sunday night your fever will be quite high and we will have to take action.' Sure enough, Sunday night the nurses were hooking up antibiotics to get my fever back down and on Monday they were pulling the infected catheter out of my arm. I thought: this guy is amazing. On the basis of a 1.2 degree rise over 12 hours, he made a critical decision that was right on."

"Treatment of AML in older adults remains a tremendous challenge," said Dr. Tara, who noted that older patients will often have difficulty tolerating standard induction chemotherapy. "Regimens that are used in younger patients may need to be adjusted in patients older than 60, which can certainly affect outcomes. There is a struggle between risk and benefit since the side effects can be quite serious."

Dr. Tara believed Vidal was a good candidate for a stem cell transplant because of his good physical condition, positive outlook and three healthy siblings willing to donate, although he admitted, it was exceptional to perform a stem cell transplant on someone Vidal's age.

During the next three weeks, Vidal returned to his job at Roche Applied Science in Branford, while preparations were being made for his stem cell transplant. His youngest sister, Evelyn, from Michigan, was determined to be an ideal match.

"She went every day to Yale-New Haven to get her shots and have her blood drawn," said Vidal. "The day after she left, I was admitted to the transplant unit."

Following a week of chemotherapy, Vidal was infused with his sister's blood. Eleven days later, his sister Evelyn's cells engrafted and his bone marrow started to produce white blood cells. Twelve days following his transplant, Vidal was discharged.

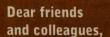
"Once I was in the care of Dr. [Dennis]
Cooper [medical oncologist] and the transplant team, I didn't think I'd see much of Dr.
Tara again. But he stopped in every so often.
He made me feel confident that my new team would do a great job."

Vidal continued, "I was impressed by the level of interest and enthusiasm by the nurses, patient care associates, transporters and the cleaning people on the transplant unit," said Vidal. "They're like a big family operation. I felt well cared for by the chaplains and social workers. As a retired nurse, my wife is often quite critical because she's worked at a lot of hospitals; my

healthcare team succeeded in making her feel secure."

"Terry Vidal is a good 69," said Dr. Tara, referring to Vidal's chronological and health age. "He's a dream patient in many ways – healthy, bright, compliant – a pleasure to take care of. He asked bright questions. You always want your patients to do well. But I'm so pleased he did well. He deserved it."





This was an extremely productive and memorable year for Yale-New Haven Hospital (YNHH).

During fiscal year 2007, we recorded the highest patient volume in the Hospital's history: demonstrated strong patient care and clinical quality performance; recruited and retained talented. committed employees: and exceeded our budgeted net gain. We implemented a comprehensive service excellence initiative, began construction of the Smilow Cancer Hospital, and for the first time, we were named to the U.S. News & World Report elite "Honor Roll."

The four main pillars of our organization's business strategy continued to be: providing safe, high quality patient care; serving as the provider of choice for patients and referring physicians; remaining the region's employer of choice; and maintaining financial strength - without which we would not be able to support our missions.



LEADERSHIP & STATISTICS MEDICAL STAFF

DONORS





Peter N. Habert Man P. Bory

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Patient care safety and quality

Yale-New Haven Hospital's highest priority continued to be ensuring that patients receive high quality, safe, efficient care. We focused on maximizing patient safety and achieving strong clinical outcomes — by avoiding hospital-acquired infections, preventing accidents and injuries, providing evidence-based care to reduce variations in care, and improving the timeliness and efficiency of care.

The results were impressive. On the "Hospital

Compare" website, the federal Centers for Medicare and Medicaid Services' (CMS) hospital performance reporting website, YNHH ranked among the top 10 percent nationally on 12 of the 21 core measures, outperforming peer teaching hospitals on 15 measures. YNHH earned the VHA leadership award for clinical excellence by ranking in the nation's top tenth percentile for heart attack care and was listed among the Thomson/Solucient's top 100 hospitals nationally. We also committed to the Institute for Healthcare Improvement's "Five Million Lives" campaign — which has the goal of reducing surgical complications by 25 percent by December 2008. We have already implemented initiatives to prevent surgical site

infections, surgery-related blood clots and ventilator-associated

pneumonia.

Thanks to the hard work of our entire leadership team, the Hospital was well prepared for several regulatory reviews and inspections. We formalized a hospital-wide effort involving "Clean and Safe" rounds to immediately address any potential environmental safety issues and ensure compliance with all facility-related regulatory requirements. We gave particular attention to developing permanent solutions for recurring problems, increasing efficiency and preventing wasted time and re-

rounded weekly throughout the Hospital and for the more than 14,749 issues identified, successfully addressed 99 percent of them.

sources. Team members from a variety of departments

YNHH as a provider of choice

Almost 12 percent of Connecticut residents hospitalized last year were cared for at Yale-

New Haven, a solid indication that we are Connecticut's acute healthcare provider of choice. We discharged 51,505 patients – a historic record, and our 536,554 outpatient visits were almost 20 percent higher than last year.

Patients are attracted to YNHH for its reputation, the expertise of our physicians and staff, the range of services provided, and our contemporary facilities and technology. These are some of the reasons YNHH has been recognized consistently by *U.S. News & World Report*, and why this year, the

Hospital was listed among the top 15 hospitals in the country. In addition to ranking 15th in the nation overall, we were named among the best in 10 of 16 medical specialties, and reached top 10 status for psychiatry and periatrics.

The Hospital received noteworthy recognition from other external sources. We were named among the nation's best children's hospitals for 2007 by *Child* magazine; among the tristate area's best hospitals in *New York Magazine*'s inaugural "best hospitals" survey; as having 69 YNHH physicians identified among the best doctors for 2007 by *New York Magazine*; and one of the top 100

"most wired" hospitals in the nation by

Hospitals and Health Networks.

Key to Yale-New Haven's strategic growth and the recognized uniqueness and excellence of our clinical services has been our service line planning initiative. In collaboration with our clinical leadership colleagues, we focused on planning for five clinical services (cardiac, cancer, transplantation, pediatric and neurology/neurosurgery) by understanding the way in which patients experience their care, as well as key clinical and scientific advances, and financial performance.

One of this year's highlights was the successful recruitment of Sukru Emre, MD, a world-renowned liver transplant surgeon. Dr. Emre has performed 16 liver transplants since join-

ing the Hospital in July, including two "firsts" in the state: a living donor transplant and a split liver transplant. Also, in July of 2007, the Yale-New Haven Primary Stroke Center celebrated its second year as a program certified by the Joint Commission for meeting the national criteria for delivering the highest standard of care to stroke patients.

This year the Hospital implemented a multi-dimensional

Service Excellence initiative. With the "I am Yale-New Haven"

pledge as the program's hallmark, nine service excel-

lence teams were formed to address ways in which each and every employee can positively affect a patient's experience. Examples of their work included manager rounding in every patient care area; phone calls to discharged patients, noteworthy noise reduction on inpatient units, a reorganized emergency

department waiting area, and a 35 percent reduction in the amount of time it takes for a patient to get from the emergency department to an inpatient room. Recognizing that patient satisfaction with hospital food is an issue throughout the industry, we established "At Your Request" room service dining this year, which has been very well received.

As a result of these and other efforts, adult inpatient and ambulatory surgery patient satisfaction scores reached all-time highs in the third quarter. Of particular note, gynecologic

oncology (99th percentile); Shoreline Medical Center (96th percentile); and maternal special care (93rd percentile) all achieved exceptional patient satisfaction scores compared with hospitals nationwide.

As patient demand has continued to grow, 20 additional patient beds were brought on line, and Yale-New Haven Hospital and Yale Cancer Center jointly expanded clinical facilities to a second location at Long Wharf for medical oncology. These efforts will ease overcrowding until the Smilow Cancer Hospital is completed.

YNHH as an employer of choice

This year, YNHH achieved employee vacancy and turnover rates that were the envy of the industry, with an overall vacancy rate of 7.2 percent and an overall turnover rate of 11.3 percent. We took a multi-pronged approach to

recruiting and retaining an engaged, committed and diverse workforce. Nearly 50,000 employment applications were accepted online – an all-time high – and 341 nurses were hired, which exceeded our goal by 15 percent. This recruiting success enabled us to safely staff the added beds and oncology services. At the same time, we were able to eliminate the need for traveling nurses and decrease the use of overtime by 11 percent. Additional career ladders were established to provide our staff

with professional growth opportunities within our Hospital. For the fifth year, *Working Mother* magazine named us among the 100 best companies for working mothers. And, we were able to recognize the tremendous efforts of our staff with a record 3 percent performance incentive program (PIP) award.

YNHH as a community advocate

YNHH's commitment to its local community was reflected in numerous ways. A new mobile mammography van with

digital equipment now offers breast cancer screening access to women throughout our

communities, where they live and work.

A new men's health enrichment program sought to reduce hospitalizations for avoidable conditions by increasing outreach and

improving access at the Primary Care Center.

The pediatric dental program provided over 3,500 children – many of them uninsured, underinsured or medically compromised – with comprehensive pediatric dental services. Our eight school-based health centers recorded 8,953 visits this year. We were the lead sponsor for the annual NAACP

health fair, which drew 2,000 people.

In the second year of YNHH's community benefits agreement with the city of New Haven, YNHH honored its commitments by providing \$400,000 of the \$1 million, five-year pledge

to Gateway Community College for New Haven residents in its associate degree nursing program. We also made voluntary payments totaling \$1,975,500 to the city; the Mayor's Youth Initiative received \$200,000; and \$280,000 was provided for two new city health outreach coordinators.

The second year of a similar community benefits agreement with the Hill Development Corporation (HDC) was equally productive. YNHH provided a \$150,000 grant, which was used by local families for home rehabilitation. Other families benefited from childcare subsidies provided to eligible working parents in the Hill. YNHH also awarded \$1,500 scholarships each to three high school seniors pursuing health careers. The Hospital gave \$50,000 toward various youth programs that benefited about 162 children last summer, and an additional \$50,000 was donated for books at the new Courtland

S. Wilson library branch in the Hill neighborhood.

Other community investments included support for agencies such as Casa Latina, the Boys and Girls Club and a learning program at Lincoln-Bassett School. YNHH again sponsored the United Way Days of Caring and the WTNH-TV "Make a Difference" campaign.

The cancer hospital

The most exciting news about the new cancer hospital came in late 2007 with the announcement that a major gift from Yale alumnus Joel E. Smilow and his wife, Joan, will support the new building, which will be named the Smilow Cancer Hospital.

We are proud that the project is currently on time and on budget. The foundation was completed by May 2007; over 14,500 yards of concrete were poured by July; and the steel frame started to rise in September. The steel work

should be competed in August 2008 and the anticipated occupancy date is December 2009.

YNHH secured the necessary permits for two projects related to the cancer hospital – both located between North and South Frontage roads. The first is a new medical office-laboratory building on Park

Street, right next to the Air Rights Garage. This building – which will house the department of laboratory medicine, the pharmacy and loading docks, as well as conference and retail space – will be connected to the cancer hospital by a bridge over South Frontage Road. A new tunnel under South Frontage will allow delivery trucks to directly access our loading dock under the Air Rights Garage, which should significantly improve traffic flow around the Hospital.

The second project is a new garage that will have 845 parking spaces, offices and retail space, as well as 24 housing units, some of which will be available for patients and families traveling great distances to the cancer hospital.

YNHH exceeded the minority hiring targets that had been agreed upon as part of the cancer hospital approval process – hiring a workforce that was 27 percent minority, 7.2 percent female and 20 percent local residents. YNHH has also done advance planning for the day-to-day operations of the cancer hospital, and hired specialists to evaluate the operations design of the cancer hospital and verify that patient- and family-centered

Other highlights

care is accessible and convenient.

We ended the year with an operating margin of

1.5 percent and a total margin of 4.7 percent – which
will help support our clinical programs, technology and facilities, including the construction of the Smilow Cancer Hospital.

It will also help offset the losses from undercompensated services and care of the poor and uninsured, which this year cost
Yale-New Haven more than \$132 million.

As the state's largest provider of Medicaid services, we took an active role in supporting legislation to increase Medicaid reimbursement. This proved to be a successful effort,

as the state increased hospital Medicaid fee-for-service rates by \$118 million over two years.

There were several important leadership changes this past year at the Hospital. In October 2007, Joseph R. Crespo was elected as Chairman of the Board of Trustees, succeeding Marvin K. Lender, who chaired the Board for six years. Michael Apkon, MD, was appointed vice president and executive director of the Yale-New Haven Children's Hospital; William

Aseltyne became general counsel and vice president for

legal services; and Marjorie Guglin, MPH, RN,
was named vice president, surgical services.
Alvin Johnson retired in the spring after 13
years as vice president of employee relations, and shortly after the end of the fiscal
year, Edward Dowling retired as YNHH's

and YNHHS' senior vice president of human

resources after 30 years of service.

Jack A. Elias, MD, was named the new chief of internal medicine, and Stephan Ariyan, MD, was appointed associate chief in the department of surgery.

We close by offering our gratitude to Yale-New Haven's employees, volunteers, medical staff and trustees, whose dedication, hard work and focus were the reason for the successful performance we enjoyed in 2007.





Robert Alpern, M.D.



Marna P. Borgstrom
President and
Chief Executive Officer



Bishop Theodore L. Brooks



Joseph R. Crespo Chair



Michael H. Flynn



Robert A. Haversat Secretary



Peter N. Herbert, MD Chief of Staff



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Richard C. Levin



Linda Koch Lorimer



Julia M. McNamara Vice Chair



Kathrine Neville



Peyton R. Patterson



Elsa L. Stone, MD



James A. Thomas



Kevin F. Walsh

BALANCE SHEET

		d September 30
	2007	2006
Assets		
Current assets:		
Cash and cash equivalents	\$ 15,058	\$ 10,62
Short-term investments	75,610	83,00
Accounts receivable for services to patients, less allowance for uncollectible	,	,
accounts, charity and free care of approximately \$23,768 in 2007		
and \$17,425 in 2006	124,686	105,02
Other receivables	27,041	20,34
Inventories	11,519	10,96
Prepaid expenses	6,068	6,63
Amounts on deposit with trustee in debt service fund	2,800	32
Total current assets	262,782	236,92
Assets limited as to use:		
Funds reserved for plant improvements and expansion, clinical programs and other	178,399	168,31
Funds reserved for the cancer hospital	228,083	285,77
Beneficial interest in perpetual trusts	14,120	13,01
Deficition interest in perpetual crosss		
	420,602	467,10
Long-term investments	301,126	250,28
Deferred financing costs, less accumulated amortization	7,477	7,80
Other assets	54,757	47,33
Property, plant and equipment:		
Land and land improvements	10,942	10,71
Buildings and fixtures	454,609	441,06
Equipment	298,104	275,94
	763,655	727,73
Less accumulated depreciation	498,261	457,68
	265,394	270,04
Construction in progress (estimated cost to complete – \$383,832 in 2007 and \$434,745 in 2006)	85,302	21,98
\$363,632 III 2007 and \$434,743 III 20067		
	350,696	292,03
Total assets	\$ 1,397,440	\$ 1,301,49
Liabilities and net assets		
Current liabilities:	\$ 54,494	\$ 41,75
Accounts payable	96,183	78,54
Accrued expenses Other liabilities	1,598	2,22
Third party payor liabilities	1,123	6,06
Current portion of long-term debt	2,250	1,30
	155,648	129,88
Total current liabilities		
Long-term debt, net of current portion	398,499	401,49
Accrued pension and postretirement benefit obligations	88,540 96,237	77,25
Other long-term liabilities and deferred revenue	96,237 7,734	83,50
Long-term third party payor liabilities		6,61
Total liabilities	746,658	698,8
	_	-
Commitments and contingencies		
Commitments and contingencies Net assets:		
	524,025	
Net assets:	97,906	98,2
Net assets: Unrestricted		476,69 98,24 27,74
Net assets: Unrestricted Temporarily restricted	97,906	98,24

STATEMENT OF OPERATIONS

(in thousands)	Year Ended	Year Ended September 30		
	2007	2006		
Operating revenue:				
Net patient service revenue	\$ 934,600	\$ 829,746		
Other revenue	39,970	40,351		
Total operating revenue	974,570	870,09		
Operating expenses:				
Salaries and benefits	478,907	427,584		
Supplies and other expenses	398,513	354,416		
Depreciation	41,982	36,378		
Insurance	17,444	16,311		
Bad debts	14,889	11,200		
Interest	4,229	5,408		
Total operating expenses	955,964	851,297		
Income from operations	18,606	18,800		
Non-operating gains, net	26,517	15,518		
Excess of revenue over expenses	\$ 45,123	\$ 34,318		

SELECTED DIAGNOSTIC AND THERAPEUTIC SERVICES

	Year Ended	Year Ended September 30	
	2007	2006	
Cardiology procedures:			
PCI	2,217	2,42	
Cardiac catheterizations	2,776	3,00	
ICD (Defibrillator)	308	32	
Pacer implants	403	31	
Diagnostic imaging:			
CT Scan	68,651	63,22	
MRI	21,571	19,41	
Nuclear medicine	20,605	20,54	
Ultrasound	70,229	64,96	
X-ray	212,976	195,64	
Laboratory procedures:	,	,-	
Blood Bank	241,342	279,97	
Clinical chemistry	3,729,367	3,507,51	
Clinical virology	126,876	114,08	
Hematology	657,370	643,11	
Immunology	191,390	160,55	
Microbiology	230,273	223,66	
Pheresis Transfusion Center	9,479	9,10	
Prenatal testing	24,445	21,63	
Shoreline Lab	146.095	88,13	
Radiation therapy treatments	22,951	21,46	
Rehabilitation services treatments	44,367	40,78	
Respiratory care ventilator hours	484,350	461,76	
Surgery:	10.1,220		
Inpatient cases	13,400	12,81	
Outpatient cases	11,864	11,86	
Ambulatory Services Division:*	11,004	11,00	
Surgery	6,411	1,57	
Radiology	64,341	15,79	
Endoscopy	3,400	93	
Gamma Knife	215	5	

^{*}Integrated effective July 1, 2007

OUTPATIENT CLINIC VISITS

	Year Ended S	Year Ended September 30	
	2007	2006	
Primary Care Center	47,826	46,552	
Women's Center	73,388	71,38	
Medicine	118,030	106,417	
Ophthalmology	16,922	17,158	
Surgery	25,078	22,469	
Transplants	7,399	5,628	
Pediatrics	29,728	28,224	
Dermatology	11,346	10,713	
Otolaryngology	13,001	13,093	
Orthopedic	23,167	21,900	
Dental	11,693	12,114	
Urology	7,448	7,211	
School-based clinics	7,342	7,055	
Total outpatient clinic visits	392,368	369,921	
Emergency services	122,775	113,921	
Occupational health	21,411	19,814	
Total outpatient visits	536,554	503,656	

INPATIENT DISCHARGES

Year Ended September 30	
2007	2006
31,666	31,079
8,998	8,490
40,664	39,569
6,249	
4,592	4,81
51,505	50,369
	31,666 8,998 40,664 6,249 4,592

GENERAL INFORMATION SUMMARY

	Year Ended September 30	
	2007	2006
Number of patients discharged	51,505	50,369
Patient days of care provided	267,144	262,303
Average length of stay	5.19	5.21
Average daily patient census	732	719
Volunteer hours donated	70,761	72,982

UNCOMPENSATED & UNDERCOMPENSATED CARE COSTS

(in thousands)	Year Ended September 30			
		2007		2006
Free care allowance	\$	22,510	\$:	18,940
Charity care allowance		33,740	2	27,290
Subtotal	\$	56,250	\$ 4	46,230
Medicaid underpayments (net of state DSH and urban pools)		75,366	6	64,414
Bad debts		14,889	1	11,200
Total uncompensated and undercompensated care	\$ 1	46,505	\$12	21,844

PHILANTHROPIC AND OTHER SUPPORT

(in thousands)	Year Ended September 30		
	2007	2006	
Charitable contributions			
Annual Fund	\$ 325	\$ 579	
Fund for care of the indigent	413	484	
Other gifts	6,288	4,125	
Subtotal	7,026	5,188	
Income and appreciation on invested funds	36,740	34,133	
Total philanthropic and other support	\$ 43,766	\$ 39,321	



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Sue Fitzsimons, RN, PhD Senior Vice President Patient Services



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James M. Staten Senior Vice President Finance and CF0



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William J. Aseltyne Vice President Legal Services and General Council



Marjorie Guglin Vice President Surgical Services



Thomas Leary Vice President Administration



Richard Lisitano Vice President Patient Services



Patrick Luddy Vice President Facilities Planning and Management



Stephen Merz Vice President Administration



John Skelly Vice President Finance



Richard S. Stahl, MD Vice President Ambulatory Services Division



Diane Vorio, RN Vice President Patient Services (Women, Children, Oncology)

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Jody Platner

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Carlos Lourenco

OCCUPATIONAL HEALTH SERVICES

Mark Russi, MD

OUTPATIENT REGISTRATION AND CIS

Harry Nicholls

PATIENT ACCOUNTS

PATIENT SERVICES

Chervi Hoev, RN

onery mocy, it

Carol Just, RN

Francine LoRusso, RN

Tahiry Sanchez, RN Catherine Stevens, RN

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ASSOCIATE CHIEF OF STAFF Thomas J. Balcezak, M.D.



ASSOCIATE CHIEF OF STAFF Victor A Morris MD

Total Medical Staff (2007):

Total	3 475
RESIDENTS	646
FELLOWS	239
AFFILIATED	404
VISITING	148
HONORARY	141
COURTESY	202
ASSOCIATE	145
ATTENDING	1,550

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RESIDENTS

Gregory Albert, MD lames Alberti MD Avmen Alian, MBBCH Gina Badescu MD Eric Baurle, MD Alexandre Benio, MD Stephanie Brian, MD Terrence Coffey, M.D. Alison Considine, MD, MPH Nicholas Dalesio, MD Mahesh Desilva, MD Glenn Dizon MD Kareem Eltaki, MD Ikav Enu, MD Stefan Erceg, MBBS Samantha Franco, MD Elizabeth Ereck MD Dan Froicu MD Xing Fu, MD Jorge Galvez, MD James Gilbert, MD Kali Gordon, MD Balazs Horvath, MD Jennifer Hsu, MD Colleen Khatiwala, MD Lori Kwan, MD Maria Leonova, DO Javier Lopez, MD Richard Martinez, MD Veronica Matei, MD, PhD Kate Miller, MD Amit Mirchandani, MD Michael Mulick, DO Tori Myslaiek MD Donald Neirink, MD Henry Nguyen, MD Francesca Niro, MD

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CHILD PSYCHIATRY



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ASSISTANT CHIEF Kurt Koral, DDS



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DERMATOLOGY



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Ronald C. Ablow, MD

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Lisa Brown, PA Ann M. Cosgrove, APRN Debra Coyle, APRN Patrice M. O'Neill, APRN

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Vivek Padha, MBBS

Farzad Rezai, MD

Farah Naim, MD

Adeel Sabir, MBBS Hjalti Thorisson, MD Brian Weiss MD

William Wong, MD

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Jack A. Elias, MD



Associate Chief
Michael C. Bennick, MD

Cardiovascular Medicine

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ASSOCIATE SECTION CHIEF

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Jaehee You, PA

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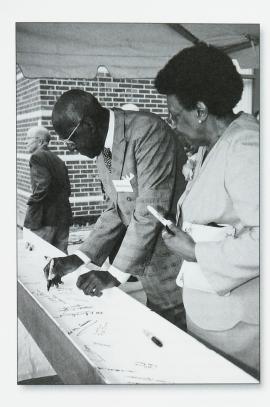
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Telephone: 203-688-2488 Fax: 203-688-2491 Email: katie.murphy@ynhh.org

Senior Vice President, Public Affairs: Vincent P. Petrini

Director of Communications: Robert B. Hutchison, III

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Vriters: Katie Fischer Kathy Katella Katherine Murph

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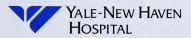
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