Yale-New Haven Magazine, Fall 2008

Yale-New Haven Hospital

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A Message from the President

Dear friends and neighbors,

Yale-New Haven Hospital is proud to be part of the vibrant and exciting New Haven community. We are the busiest provider of patient care services in the region, caring for the largest number of Medicaid- and uninsured patients in the State, at an under-funded cost of $99.3 million in 2008. The second largest employer in New Haven, Yale-New Haven Hospital is also a major purchaser of goods and services throughout greater New Haven, as well as a key source of construction contracts.

Additionally, over the past two years, Yale-New Haven Hospital has contributed almost $4.6 million to the City of New Haven in voluntary payments. $700,000 to the HUS Development Corporation to support programs as diverse as affordable daycare and youth initiatives; plus more than $480,000 to support the activities of more than 40 community-based organizations.

Overall, the Hospital’s programs and services help improve the health and well-being and the quality of life for area residents. Investing in health and educational initiatives in the community is critical for many reasons, not the least of which is the fact that much of our current and future workforce is part of this community.

In the current economy, we believe it is more important than ever that our neighbors know about the many programs and services Yale-New Haven Hospital offers. For example, we are expanding our emergency services to better serve a growing patient volume; we’ve increased the number of nursing scholarships we provide; and we offer programs to help New Haven residents/employees buy and improve their homes. These are just a few of the things that are happening at YNHH.

Two years ago, we broke ground for a 14-story cancer hospital that will seem like a far-off dream. Today, anyone driving on Frontage Road can see the framework for the Smilow Cancer Hospital that will provide world-class cancer care right here in New Haven. When Smilow Cancer Hospital and our related buildings open at the end of 2009 and in early 2010, we expect to have filled nearly 500 new positions to care for an estimated 1,600 more inpatients and over 59,000 outpatients, at a construction cost of $700 million.

We are reminded of our important role in this community whenever we look into the eyes of our patients. We want all of our good neighbors to know that we will continue to do whatever we can to make this a place where each one of us can pursue a dream and lead a healthy, happy life.

Sincerely,
Marna P. Borgstrom
President & CEO

On the cover — Kelly Rountree with her children Latrell, 13, and Kayla, 4, enjoying their first home, purchased last year with help from Yale-New Haven Hospital’s H.O.M.E. program.
Unique community investment partnerships

Meeting needs and delivering on commitments

In 2006, Yale-New Haven Hospital initiated two major community investment programs with the City of New Haven and the Hill neighborhood to support critical needs of our neighborhoods. Beyond the traditional investments in community health programs and free care programs, the Hospital, working in collaboration with the City and the Hill Development Corporation (HDC), launched a comprehensive and innovative partnership to address some of the most prevalent community issues, from affordable housing to youth services.

These community investment partnerships provide direct funding and in-kind support in the areas identified by the community—safe and affordable housing, child care, youth services, education, community health outreach, jobs, job fairs and training, economic development, education and voluntary payments.

City of New Haven—Through its partnership with the City of New Haven, YNHH’s Community Investment Program provides funding over a five-year period for economic development, youth initiatives, community health outreach workers, jobs and voluntary payments. Over the past three years, YNHH has made nearly $3 million in voluntary payments to the city. In addition, the Hospital has funded youth initiatives, jobs, after-school activities and two new healthcare outreach positions—an asthma outreach coordinator and an unserved children’s outreach coordinator.

YNHH has also committed $1 million over five years to Gateway Community College’s Associate Degree in Nursing program, which the Hospital helped launch and sustain with donations of $1,000,000 each in 2002 and 2004. The new commitment helps support and expand the program, and 32 slots have been allocated for New Haven residents to pursue nursing degrees. This program provides community residents with the opportunity to pursue their education in a high-demand career and become locally employed upon graduation. Many of the graduates have been employed by Yale-New Haven Hospital. YNHH has agreed to hire 100 New Haven residents annually for the next five years and continues to meet that goal.

Since March 2006, Yale-New Haven Hospital has:

- Made $2.96 million in voluntary payments to the City of New Haven
- Supported $420,000 for city health outreach coordinators
- Hired job fairs in the Hill so residents could learn about jobs at YNHH
- Donated $50,000 for new books for the Hill neighborhood library branch
- Enabled approximately 350 Hill children to attend free summer programs
- Provided $300,000 for economic development in the City of New Haven
- Given $300,000 to the Mayor’s Youth Initiative and $150,000 to Hill youth programs
- Hired over 300 New Haven residents as full-time YNHH employees
- Helped 112 students graduate from the Gateway Community College nursing program
- Awarded $1,500 scholarships to two graduating seniors from the Hill, with four others pending

Hill neighborhood—YNHH is in the third year of the Community Investment Program with the Hill Development Corporation (HDC) to support New Haven’s Hill neighborhood. To enhance the quality of life in the Hill neighborhood, YNHH is contributing $450,000 for home emergency rehabilitation grants for Hill homeowners and three properties in the Hill neighborhood to HDC, while contributing up to 20 percent of the cost to rehabilitate and build homes in the properties. YNHH is providing $120,000 for child care subsidies that include classroom activities, recreation and field trips; and providing $13,500 to fund three $1,500 college scholarships a year for high school graduates from the Hill.

The Hospital is also funding an HDC community liaison for three years, at $50,000 a year, to support the Hill neighborhood management team and promote career opportunities.
Engaging our neighbors in our neighborhoods

Many families today find keeping up with doctor’s appointments and going for screenings to be a challenge. Sometimes patients don’t show up because of transportation issues or language barriers. YNHH has many programs designed to take health care out into the community to educate people about their health and detect illness while it is still in its earliest stages.
Carl Boyd is motivated. At 56, he will do whatever it takes to become a full-time police officer—keeping fit with running and basketball, and even going for a physical for the first time in five years. His problem was a lack of health insurance. He had good jobs in the past with Pratt and Whitney and U.S. Surgical, but his more recent temporary and security guard jobs didn’t cover it. Last year, he heard about a program at Yale-New Haven Hospital that included health clinic hours for men. He made an appointment.

“Lots of men put off medical care until they develop an illness that becomes serious and difficult to treat,” said Gary Smart, a special projects and clinical support manager for YNHH. Two years ago, Smart helped YNHH launch the Men’s Health Enrichment Program, a community outreach initiative designed to get more men in the Greater New Haven area back in the healthcare loop.

Smart gives health information lectures in the community to men of all socioeconomic backgrounds. He keeps a database of 225 men who have filled out lifestyle profiles to help him gear the program to their needs. He enlists healthcare providers to distribute “health passports”—wallet-sized cards men can carry to provide a “snapshot” of their baseline medical history, including height, weight, blood pressure, cholesterol and P.S.A. numbers, along with other information.

Boyd went to the clinic for his physical last year and had blood work, a colonoscopy, an HIV test and other routine screenings. He passed with flying colors, followed advice to quit a 12-year smoking habit and is now working toward his career goal with renewed confidence.

“Men need to know that when they take care of themselves and know the status of their health, they feel good about things.”

Carl Boyd
Partners in education

Yale-New Haven Hospital is known around the world as a premier training ground for physicians, providing residencies and fellowships for practitioners who go on to become leaders in their field. In addition, YNHH provides programs for nursing and allied health professionals – opening doors for young people in the community eager to pursue future careers in health care.

School-to-Career student Cid Muniz works with YNHH employee Carol Galanter.

Students Kiamesha Holland receives instruction from YNHH employee Deborah Moore, RN.

Kiamesha Holland graduated from Career High and won one of YNHH's minority scholarships to help support her nursing studies at Southern Connecticut State University.

Preparring tomorrow's physicians - Yale-New Haven Hospital, in conjunction with Yale School of Medicine, sponsors 77 different accredited graduate-level adult and pediatric medical education programs involved in training more than 850 residents and fellows.

A bridge from student to nurse - The Student Nurse Assistant (SNA) Internship Program helps transition a student nurse into a novice professional nurse by providing opportunities to strengthen clinical skills, develop critical thinking, and focus on organization, time management and prioritization. Last year, the hospital employed approximately 130 SNAs. Typically, close to 60 percent of SNAs take jobs as clinical nurses at YNHH.

Opening doors for minority nurses - YNHH's minority nursing and allied health scholarship programs now award seven scholarships a year to applicants living in the Greater New Haven area who are graduating from a Connecticut high school. Each scholarship covers $2,000 a year up to $8,000, depending on the length of the academic program. This year, three scholarship recipients joined the YNHH nursing staff.

Support for allied health professions - YNHH has a 50-year-old dietetic internship program, one of the first in the country, which helps a dozen interns a year pursue careers in nutrition. The YNHH School of Diagnostic Ultrasound has been training students to become diagnostic medical sonographers since 1975. YNHH also offers tuition reimbursement and loan forgiveness to help about 400 YNHH employees who are working toward careers in nursing, diagnostic radiology and respiratory therapy – three fields that are in need of workers.

School-to-Career - Each year, this program offers 16-week paid internships from January to May for 25-30 high school students who work in hospital departments such as facilities, information systems, the mailroom and medical records. A component of the program is the nursing career pathway in which a student may intern on a variety of patient care units through high school and college until they complete nursing school. A summer program is also available.
Marina Syrax, RN, might never have become a nurse if it weren't for the associate degree program at Gateway Community College. When she moved to Connecticut several years ago, she was unable to find a job in probation, a field she loved. Nursing was her "Plan B," but she needed to juggle school with the full-time sales job she found. The new program at Gateway was unique in that it offered evening classes and clinical rotations attracting working parents and other non-traditional students. Yale-New Haven was one of the associate nursing degree program's staunchest supporters since the program was created in 2002, and has already provided $400,000 toward a five-year, $1 million pledge it made last year to ensure slots in the program for 30 New Haven residents. Funding Gateway was a bold move on the part of YNHH, which has been looking for creative solutions to a shortage of teaching programs for nurses. Nearly 200 students have graduated since the program started, and 96 enrolled for the 2008-2009 academic year. While Gateway graduates can work anywhere they want, many have accepted jobs at YNHH.

Thanks to Gateway, Syrax moved from Plan B to her ultimate career goal. "I believe everything happens for a reason," Syrax said. "Nursing was the right fit for me. I like working with people, and I enjoy the challenges. In fact, it was probably the best move I ever made."

"Nursing was the right fit for me. I like working with people, and I enjoy the challenges. In fact, it was probably the best move I ever made."

Marina Syrax, RN
The best health care available

Yale-New Haven Hospital and its clinics set a high bar on its array of excellent comprehensive healthcare services for patients from Greater New Haven and beyond. YNHH provided services for more than 51,000 inpatients and more than half a million outpatient and emergency visits last year. That number will increase in late 2009, with the opening of Smilow Cancer Hospital, which will be the most comprehensive cancer care facility between Boston and New York City.

Primary care – The YNHH adult and pediatric Primary Care Centers are staffed by physicians and nurses dedicated to comprehensive primary care including acute and chronic problems, and preventive care. Inpatient follow-up and 24-hour telephone coverage are provided. The YNHH Women’s Center offers health initiatives that target medically underserved women by promoting cardiac disease and breast and cervical cancer health education and screening.

In an emergency – Yale-New Haven Hospital, the only Level 1 Trauma center for adults and children in the state, is enlarging its emergency department to better serve its patients. The adult emergency room handled over 75,000 patient visits last year. Yale-New Haven Children’s Hospital added five more exam rooms to its emergency department to support the record number of patient visits – more than 31,000 – expected this fiscal year.

Caring for children – Yale-New Haven Children’s Hospital provides inpatient, outpatient, emergency, primary and preventive care to thousands of children and is one of New England’s major referral centers. Many New Haven area children receive routine care, immunizations and treatment for acute and chronic problems in the Pediatric Primary Care Center.

Caring for the littlest patients – Our newborn intensive care unit – the first in the world when it opened in 1960 – now has 54 beds with 1,300 admissions a year. Specialists provide critical and intensive care to premature and sick newborns with medical or surgical conditions, acute and supportive care to infants in varying stages of recuperation from diagnostic, therapeutic or surgical interventions, and observation and evaluation after birth.

Keeping asthma at bay – YNHH employs an asthma outreach worker and has led several community-wide asthma initiatives, reducing hospital utilization by over 50 percent. Its Healthy Homes program combines medical intervention, home remediation, a Safe Home (based on the Lead Safe Home model) and health education and outreach. The Connecticut Department of Social Services provides an “Easy Breathing” award for area providers to learn national standards of asthma care.
Charlene Bufford, a customer service operator for AT&T, remembers pediatricians talking about her abnormal blood counts when she was a child. Only years later did she realize she had a serious problem — one day her husband gently dropped a bed sheet on her and she cried out in pain. She was 26 when she was diagnosed with sickle cell anemia and began a difficult search for a specialist who could help her manage her symptoms.

Bufford moved to West Haven and found the Sickle Cell Program at YNHH just as her more acute bouts of pain began requiring hospitalizations. “Clearly this was God’s timing,” she said. “Now I’m just five minutes away from the services I need to keep this disease under control.”

There is no cure for sickle cell anemia, an inherited blood disease, but people with the condition can live closer to normal lives with the help of good medical care. YNHH’s Sickle Cell Program, which treats about 100 patients from southern Connecticut, holds a clinic every Tuesday for high-risk adults. Genice Nelson, APRN, the program’s coordinator, provides health education to the community, patients, families and caregivers with the goal of reducing the number of hospitalizations and emergency room visits.

Pain is the predominant symptom of sickle cell, and Bufford said one of the advantages of the program is that she can call Nelson with even the most minor questions so they can devise strategies to control her pain long before it becomes severe. “It’s been excellent,” Bufford said, explaining that primary care physicians she consulted in the past knew too little about the disease to make a real difference. “After I was diagnosed I felt so lost with sickle cell. The people in this program reached out to me with open arms and taught me so much about how to take care of myself.”

“Clearly this was God’s timing ... Now I’m just five minutes away from the services I need to keep this disease under control.”

Charlene Bufford
The latest health care available

Patients who participate in clinical trials and other research at Yale-New Haven Hospital and Yale-New Haven Children’s Hospital may find hope for better outcomes when existing treatments fall short. Yale-New Haven physicians and researchers are looking at treatments for asthma, diabetes, heart disease and many other conditions. The new Yale Center for Clinical Investigation (YCCI) offers promising clinical trials to New Haven area residents – and beyond – looking for hope and help with their illnesses. YCCI has a new outpatient facility at 2 Church Street South and an inpatient facility in YNHH. Yale Cancer Center also has clinical trials available for the treatment of more than 15 diseases.
Mark Vincent was 10 years old when he suffered a two-month bout with strep throat, and the infection began to attack his pancreas. Doctors diagnosed him with type 1 diabetes and kept him in the hospital for a week. Now 16 and a linebacker for East Haven High School’s football team, Vincent has to check his blood sugar levels four times a day and before sporting events. When a doctor at the Yale-New Haven Children’s Hospital invited him to spend three days of school vacation time in the hospital to participate in a clinical trial for an “artificial pancreas” that would eliminate finger stick checks, he couldn’t say no. “This was something that could make life easier for lots of people,” said Vincent.

Stuart Alan Weinzimer, MD, attending pediatric endocrinologist at YNHCH and associate professor of pediatrics at YSM, led the first pediatric study of the automatic insulin delivery device. Funded by the Juvenile Diabetes Research Foundation, the study of 17 teenagers found the device achieved a level of glucose control far superior to methods that subjects had used previously, even achieving near-normal glucose control at night, when patients risk serious hypoglycemic episodes.

Although YNHCH expects to launch further trials of the artificial pancreas in the coming months, general use is still several years away. But it could be ready by the time Mark Vincent is finished with college. He is looking forward to a bright future, and any other opportunities to participate. “It feels good to do something like this,” he said. “You’re making a contribution to something that will make a major difference for diabetics.”
Marna Borgstrom (far right) led members of the New Haven Board of Aldermen on a tour of the radiation therapy areas in the new Smilow Cancer Hospital.

YNHH offers free leadership training seminars to non-profit organizations in the community.

YNNHH helped students from John C. Daniels School stage a mock trial.

YNHH brings health care into the community through health fairs and free screenings.

Community building activities

Making an impact in the neighborhoods

As a major employer, YNHH plays a role that often means stepping outside the sphere of health care and joining its neighbors to help make an impact in the world around us. We work hard to keep the community safe and prepared for the future, and to provide people with access to opportunities that will help them live happy, successful lives.

Disaster preparedness – The Yale New Haven Health System Office of Emergency Preparedness, also a Connecticut Department of Public Health Center of Excellence for Bioterrorism Preparedness and Response, offers services within New Haven, Connecticut and across the nation that advance planning, preparedness, response for and recovery from emergency events.

Home rehabilitation grants – Thanks to YNHH’s community benefit agreement with Hill Development Corporation (HDC), several families in the Hill neighborhood have been able to upgrade their homes with new roofs, energy-efficient windows, electrical service and more. The hospital has provided $300,000 in Hill home rehabilitation grants and transferred two building lots and one home in the Hill to HDC.

Support for parents and children – YNHH offers numerous free, voluntary programs for new parents in the area, including several Nurturing Parents programs, the Bright Beginnings Motherhood, and Caring Parents Make Healthy Families community outreach program.

Friend to the environment – Smilow Cancer Hospital is the first in Connecticut to register for Leadership in Energy and Environmental Design (LEED), Green Building certification. Meanwhile, the hospital is reducing city traffic with commuter benefits programs for employees to include subsidized mass transit, free shuttle service and ample bike racks. Also, YNHH has spent $2.4 million improving pedestrian safety and traffic flow around the Hospital.

Building coalitions – Physicians and staff involved in the expansion of YNHH’s transplantation program work closely with several agencies and organizations to increase organ donation. The hospital also participates in other coalitions, such as the Greater New Haven Partnership for Healthy Community, the YNHH Community Council and the Latino Advisory Council.
Kelly Rountree had a lot to be thankful for last Thanksgiving. She fried a turkey for about 40 friends and relatives, and smiled with pride as she watched her two children, Latrell and Kayla, run in the backyard with the younger guests. It was Rountree’s first holiday in her new house, where she paints the walls any color she likes and doesn’t worry about noise levels and the other tenants.

Rountree, an administrative assistant for occupational health services at YNHH, was a single mother when she signed up for the H.O.M.E. (Home Ownership Made Easier) program, which helped 30 YNHH employees purchase 30 homes last year. Working in partnership with NewAlliance Bank, YNHH launched the program to offer eligible employees up to $10,000 toward the down payment and closing costs on their first home, as long as they purchase in New Haven, and stay in the house and remain an employee for five years. Those who buy in one of the four neighborhoods adjacent to the hospital – the Hill, Dwight, West River and City Point – are eligible for an additional monthly mortgage subsidy for the first two years of their ownership. Hill Development Corporation and Neighborhood Housing Services help employees navigate their way through the buying process.

Rountree has been in her new home just a year, and has been delighted with her son’s experience at Wexler-Grant Elementary School, where her daughter is also starting kindergarten.

“"The best thing about the program is that even a single mother can buy a house. If I hadn’t had this support, I don’t know if I would be living here now," she said.
Contributions help keep the community strong

Yale-New Haven makes a financial commitment not only to providing excellent healthcare, but also to supporting organizations that provide health education and research, and to making sure people of all backgrounds have access to good health care. Last year, YNHH provided nearly $150 million for the care of the poor and to offset insufficient Medicaid and uncompensated care payments.

Care of uninsured and underinsured – Yale-New Haven’s commitment to serving poor and disadvantaged patients is a top priority. Last year, YNHH provided nearly $150 million for the care of the poor and uninsured, including over $56 million for free and charity care, and over $75 million to offset insufficient Medicaid payments and $15 million in bad debts. YNHH has one of the most generous financial assistance policies in the nation, providing free care to patients with incomes at 250 percent of the federal poverty level, reduced rates to those at 400 percent of the federal poverty level and catastrophic protection for patients whose hospital bills exceed 10 percent of their household income.

Days of Caring – For the past three years, YNHH’s President & CEO has chaired the Greater New Haven United Way’s Day of Caring, which ran for a full week in 2007 and 2008. YNHH employees participated in projects to support the community, including signing up blood donors, cleaning and beautifying community facilities, and donating nearly 25,000 school supplies to local students. Hospital employees have donated an average of $200,000 a year to the campaign over the past couple of years.

Local neighborhood events – The hospital helps fund neighborhood events either through cash or in-kind (food, beverages, snacks) donations. Recent events YNHH has supported include the Hill Central School Black History Month Celebration, the Bella Vista Thanksgiving dinner, and the Christian Community Action’s annual Thanksgiving food drive.
As an infant, Sarah Arnold was diagnosed with a ventricular septal defect—an opening in the dividing wall between the two lower chambers of the heart. Her parents turned to the American Heart Association (AHA) for information. Sarah’s treatment at Yale-New Haven Children's Hospital included a period of “watchful waiting,” and minor surgery and catheterization procedures until she was 14, and the hole spontaneously closed.

Arnold’s parents were so grateful for her excellent care they became regular participants in walks to raise money for the AHA. Arnold, who is now 27 years old and in excellent health, went on to become a pediatric pharmacy specialist at YNHH and has been following in their footsteps. As Sarah prepared for an AHA walk this past spring, she realized that her fellow employees were a powerful force, so she became one of 35 employee team captains leading more than 700 YNHH employees who participated in the walk, raising more than $52,000.

“It’s obvious that causes like this mean a lot to people who work at a hospital,” Arnold said. “You never know who is fighting what battle. Maybe someone in their family has a heart condition too.”

“The education, research and support provided by these organizations contribute to better outcomes for patients,” said Arnold. “It certainly helped me, and I want to provide that kind of help for the children we treat in the hospital.”

“It’s obvious that causes like this mean a lot to people who work at a hospital. You never know who is fighting what battle.”

Sarah Arnold
YNHH: Powering economic growth in New Haven

Service or revenue provided by YNHH in 2007

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Community Health Resources at YNHH

AIDS CARE PROGRAM
- HIV counseling and testing
- Employer care for adults
- Pediatric specialty outpatient care

BREAST AND CERVICAL CANCER SCREENING PROGRAMS
- Breast exam, sliding scale, and other financial assistance

DENTAL SERVICES
- Pediatric appointments
- Adult appointments

EASY BREATHING ASTHMA INITIATIVE

FINANCIAL COUNSELING SERVICES
- Adult care, sliding scale, and other financial assistance

HEALTHY START
- Support and care for pregnant women and children to age 2

INTERPRETER SERVICES
- Free care, sliding scale, and hearing-impaired patients

LEAD SAFE PROGRAM

ME AND MY BABY PROGRAM
- Youth, child, education, and screening for uninsured pregnant women

NUTRITION CLINIC

PARENTING SUPPORT PROGAMS

PRESCRIPTION ASSISTANCE PROGRAM

PRIMARY CARE CENTER
- Adult care, sliding scale, and other financial assistance

SCHOOL-BASED HEALTH CENTERS

SICKLE CELL PROGRAM

SOCIAL WORK PROGRAM
- Children and families (soccer, basketball, and other programs)

WINCHESTER CHEST CLINIC
- Children and families (soccer, basketball, and other programs)
- Free care, sliding scale, and hearing-impaired patients

WINCHESTER CHEST CLINIC
- Children and families (soccer, basketball, and other programs)

WINCHESTER CHEST CLINIC
- Children and families (soccer, basketball, and other programs)
Building new hope for cancer patients

Smilow Cancer Hospital
Opening fall 2009

Yale-New Haven Hospital's 14-story, 497,000-square-foot Smilow Cancer Hospital, now under construction and scheduled to open in fall 2009, will be the most comprehensive cancer care facility between Boston and New York City, offering patients state-of-the-art care and treatment.

For information on how you can support Yale-New Haven or Smilow Cancer Hospital, please contact Yale-New Haven's Office of Development at 203.688.6420 or email giving@ynnh.org