Yale-New Haven Hospital 1985 Annual Report

Yale-New Haven Hospital
Although it embraces multiple missions, Yale-New Haven exists for a single purpose: To secure the well being of the people we serve. This purpose represents a trust. It also represents a formidable challenge to those of us in whom this trust has been placed.

The Hospital is making every effort to avoid duplications in its mailing lists. Nevertheless, occasional duplications of labels are inevitable. If you receive an extra copy, please pass it along to a friend.

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An EEO/AAP Employer
An institution as large and complex as Yale-New Haven Hospital inevitably touches people's lives in different ways. How the Hospital is perceived is often the result of how it is encountered.

Yale-New Haven Hospital is a responsible corporate citizen which extends its services directly into the community and helps shape policy affecting the health care needs of our various constituencies on local, state and national levels. It is an economic entity which employs thousands of people and helps to support many more as a major consumer of goods and services. The Hospital is a technological resource which seeks to develop and enhance the human benefits of applied science. It is the centerpiece of a modern medical center helping to assure future health care excellence by supporting clinical research and by training future generations of health care professionals. It is, of course, a hospital, providing the best available care to the ill and injured.

To comprehend Yale-New Haven Hospital, however, it is necessary to see these roles as discrete parts of an integrated function. **Although it embraces multiple missions, Yale-New Haven Hospital exists for a single purpose: To secure the well being of the people we serve.** This purpose represents a trust. It also represents a formidable challenge to those of us in whom this trust has been placed.

The health care industry in this country is in a period of unprecedented change which will challenge the capabilities of institutions to fulfill their commitments. Non-profit hospitals across the country are facing competition from enterprises whose primary goal is to provide a return to shareholders, in contrast to meeting the social obligations hospitals traditionally have upheld. The public continues to demand the highest quality services and to believe in universal access to those services, while decision makers in industry and government are backing away from their commitments to finance these objectives. While inpatient utilization is down, average intensity of care is up, placing stress on hospital staff who must provide compassionate care and master new technology. Expectations are increasing while support wanes. "Do more with less" is the conflicting message hospitals are receiving.
To meet these challenges, hospitals must increase their efficiency and cost-consciousness. They must respond to the realities of the marketplace without losing sight of their humane and charitable purposes. Hospitals must compete without compromising the principles that have guided them.

For a large, urban, teaching hospital like Yale-New Haven, the challenges are particularly severe. Because of our multiple missions, the Hospital supports a number of necessary but expensive and often unprofitable services. As a tertiary care facility, housing state-of-the-art technology, we care for the most seriously ill patients in the state and region. We commit the resources to developing young physicians, nurses and other health science students into effective and efficient health care professionals. We reach out into the community with numerous programs designed to prevent disease by educating the public about the health impact of lifestyle choices. We believe medicine always must look to the future by pursuing research that one day may save lives. No one, regardless of their ability to pay, is denied essential services.

In reviewing the 1985 fiscal year, our experiences make it clear that these missions will be increasingly difficult to support. However, our performance last year offers evidence that the Hospital has the professional competence, staff commitment and community support that will be required to meet the challenges. In issuing this annual report, Yale-New Haven Hospital acknowledges its responsibilities and reaffirms its commitment to the missions which have guided it for 160 years.
Although it embraces multiple missions, Yale-New Haven Hospital exists for a single purpose: To secure the well being of the people we serve.
THE CHANGING FINANCIAL ENVIRONMENT

Few events in the history of the health care industry have had as profound an effect as the introduction of prospective fixed price payment. With a single piece of legislation in 1983, which changed the way the federal government reimburses hospitals for the care of Medicare patients, hospitals lost their financial security.

The concept proved alluring to other buyers of care. In 1985, the state of Connecticut prepared to implement the so-called All Payors bill which stipulates that all non-governmental third party payers, i.e., Blue Cross and private insurance companies, also will pay hospitals on a fixed price basis.

To understand the impact of these changes it is necessary to understand how the system works. Traditionally hospitals were reimbursed based upon the costs of treating a patient. Under the prospective payment system, hospitals are informed in advance how much money they will receive for treating a patient with a specific diagnosis based upon a disease classification system developed at Yale University known as Diagnosis-Related Groups or DRGs. If the actual treatment costs more than the pre-determined amount, hospitals must absorb the loss. If the treatment costs less, hospitals can keep the difference.

The purpose of this new payment system is to provide incentives for hospitals to contain costs. This has been accomplished. The problem is that disease-specific payment schedules are based on national average costs of treating patients with similar clinical conditions. However the disease groupings are problematic and hospitals have different costs due to different missions, locations and programs. A hospital like Yale-New Haven, which has multiple missions, offers sophisticated services, and provides a significant amount of free care for the indigent, will have higher average costs than a small rural hospital or for-profit hospital which has limited services and which admits only paying patients. The long term success of prospective payment systems will be measured by how well they balance cost-containment incentives with the traditional social responsibilities hospitals have long fulfilled. In the short run, however, serious problems will be created.

It is not exaggeration to assert that the effect of these changes has been revolutionary and the impact is continuing. No one can yet predict end results. Hospitals must be flexible and creative to fulfill their missions and to maintain financial viability.
With a single piece of legislation in 1983, which changed the way the federal government reimburses hospitals for the care of Medicare patients, hospitals lost their financial security.

Chart below shows how, as the gross national product increases, the portion spent on health care rises. Figures in boxes show G.N.P. for each year, rounded in billions of dollars. 1981 figure is for the fiscal year ended Sept. 30; all others are for calendar years.
ASSESSING RISKS, IDENTIFYING OPPORTUNITIES

Any change that is as fundamental and far-reaching as the change brought on by the introduction of prospective payment inevitably presents clear risks to the affected parties. However, such change also creates opportunities which are typically more difficult to discern. In responding to the crisis of the moment, the promise of the future may be obscure.

Yale-New Haven addressed this situation with the implementation of strategic planning and management which, in 1985, completed its second full cycle. This process, which integrates long-term goals and objectives into daily Hospital operation, combines an internal assessment of the Hospital's strengths and weaknesses with an external evaluation of the threats and opportunities presented by the marketplace. With participation from all levels of management as well as the medical staff and trustees, institutional strategies are formulated which shape the business plan. Then specific departmental objectives are devised delineating individual accountability, and integrated into the overall management objectives of the Hospital.

The business plan derived from this process recognizes that what sets Yale-New Haven Hospital apart from its competitors is the quality and intensity of our services. Because of these characteristics, however, our costs are usually higher than other providers. While the quality of our services is attractive to buyers of care, the cost of these services is not. Our strategy must involve maintaining and enhancing the quality of services while reducing the cost differential between our services and others.

While the risks imposed by prospective payment gave impetus to our efforts in this direction, it quickly became apparent that a rare opportunity had been created. Seldom is any organization as large as Yale-New Haven Hospital able to apply all its resources to a common cause. Departmental divisions and parochial loyalties pale in the recognition that close cooperation and universal commitment is necessary to achieve our aims. Difficulties inherent in curtailing costs and increasing productivity have to be subsumed by the gratification of making the institution more efficient, responsive and effective.
The business plan derived from this process recognizes that what sets Yale-New Haven Hospital apart from its competitors is the quality and intensity of our services.
The Value Improvement Program (VIP), now entering its third year, provides a trenchant example of how dynamic this process can be. VIP has as its expressed aim the goal of reducing costs and improving quality. While these might seem to be competitive objectives, the VIP experience has shown it is possible to accomplish both. Specific clinical procedures are targeted for VIP analysis and then task forces are assembled whose membership includes representatives from every department that contributes to the care provided. Task forces typically include physicians, nurses, social workers, physical therapists, respiratory therapists, discharge planners, unit service managers and administrators. Together they examine in minute detail the specifics of care provided to patients.

It is a lengthy process and one that challenges established routines. To be successful, individual task force members must be willing to sacrifice personal preferences in support of the larger objective. VIP task forces have found that certain tests routinely administered before some procedures are of little value in all but a few cases. By eliminating those tests for those who do not require them, patient comfort is improved and costs are reduced. Another task force discovered that by introducing physical therapy earlier in patients' hospitalization, the patients are able to care for themselves more quickly and return to their homes much sooner. Still another task force was able to reduce by two days the pre-operative length of stay of certain open heart surgery patients.

While the improvements sometimes seem small, the benefits are incremental and significant. In 1985 alone, VIP task forces resulted in a positive financial impact in excess of $340,000. Since the program's inception, the cumulative financial contribution of VIP is $1.7 million, resources the Hospital is able to divert to other important programs.

Just as important as the financial and clinical improvements the VIP task forces achieve is the cooperation and support they stimulate on a multi-disciplinary basis. Clearly the purpose of these cooperative ventures is to improve the way we provide care and the cost of providing it. They also facilitate working together for common goals. They are encouraging signs of our ability to meet challenges which will be even greater in the years ahead.
Clearly the purpose of these cooperative ventures is to improve the way we provide care and the cost of providing it. They also facilitate working together for common goals. They are encouraging signs of our ability to meet challenges which will be even greater in the years ahead.
FINANCIAL PERFORMANCE

Our financial performance in 1985 reflects the benefits that accrue from this unity of purpose. For the second year in a row, the Hospital was able to record a significant operating surplus, following several years of deficits. Despite a sharp decrease in patient days, a nation-wide trend, and a slight drop in admissions, there was a dramatic increase in our case mix index, which measures the severity of patients' illnesses. We were able to hold operating expenses under budget and realize a net gain of $4.8 million. Non-operating income was increased to $6.1 million. By refinancing the Hospital's debt, we improved bond covenants and realized a $700,000 annual reduction in interest expense plus an extraordinary net gain of $8 million, of which $4 million was recorded in fiscal 1985.

The federal government's continued recognition last year of the special missions of teaching hospitals positively affected our operating performance. However, Congress is currently considering a number of proposals to limit payment for teaching costs and to limit reimbursement for capital expense. The combination of federal and state initiatives makes future financial performance more problematic. Clearly, significant changes in operation and orientation will be required to cope successfully with new financing and competitive pressures.
The federal government's continued recognition last year of the special missions of teaching hospitals positively affected our operating performance. However, Congress is currently considering a number of proposals to limit payment for teaching costs and to limit reimbursement for capital expense.
PLANNING FOR THE FUTURE

The great strides that medicine has made in recent years in preventing and curing disease is only a prelude to the benefits we can expect in the future. To realize these benefits, however, demands resources, talent and commitment. Singular attention to cost-containment may produce a greater long-term societal cost than the immediate savings realized.

As financial resources become more scarce, hospitals are finding it increasingly difficult merely to stay current with medical advances. New technologies developed by medical researchers allow clinicians to understand better the causes and effective treatments of certain diseases but they place enormous financial burdens on hospitals. So too do the costs associated with training personnel in the uses of these sophisticated treatment tools. The capital necessary to obtain these technologies and train the next generations of health care professionals may not be provided by net surpluses from operations. Other sources will have to be developed or the potential gains may be lost.

This is a concern shared by all hospitals. The situation has created an awareness that hospitals can and should work together to solve problems and pursue opportunities. Networking arrangements among hospitals are becoming commonplace.

Nearly three years ago, Yale-New Haven joined the nation's largest network of non-profit hospitals, the Voluntary Hospitals of America (VHA). Through VHA, we gain improved access to capital markets, participate in national insurance programs, share information and ideas, and achieve economies of scale which are available to competing, investor-owned hospital chains. In 1985, the network expanded with the formation of Voluntary Hospitals of Southern New England, a partnership of 17 Connecticut hospitals that will pursue regional opportunities that are complementary to those provided by VHA on a national basis.
With Yale University, the Hospital is constructing a Magnetic Resonance Imaging Center which will serve as an international resource, exploring the potential of this exciting new technology and making it available to our patients.
Similar motivations led us to enter a joint agreement with Gaylord Hospital to build and operate an outpatient rehabilitation facility which is currently under construction in the Long Wharf area. Working closely with our medical staff, the Hospital is considering the feasibility of establishing a health maintenance organization, perhaps through networking arrangements with other non-competing providers. The Yale-New Haven Health Services Corporation, through York Enterprises and its four subsidiary corporations, continues to develop existing businesses and to explore new opportunities that can complement and support our missions.

In the past year, the Hospital, in a joint project with the Yale University Child Study Center, opened an urgently needed 12-bed inpatient facility for children and adolescents with serious psychiatric and behavioral disorders. We neared completion on the renovation and consolidation of the Clinical Laboratories which will enable this vital Hospital department to meet the growing demands it faces. With Yale University, the Hospital is constructing a Magnetic Resonance Imaging Center which will serve as an international resource, exploring the potential of this exciting new technology and making it available to our patients. These projects require multi-million dollar investments and they represent our continuing commitment to provide our community with the best available health care services.

Our future ability to fulfill our commitments will be determined, in part, by the support these initiatives engender in the community. Philanthropic support is necessary to remain technologically current and to make these clinical resources available to all. Political support is also needed to ensure that the multiple social missions we embrace remain a priority on state and national legislative agendas. Yale-New Haven Hospital was founded to provide our patients the best available care. The mandate this conferred will continue to be our primary responsibility.
Our future ability to fulfill our commitments will be determined, in part, by the support these initiatives engender in the community.
### Yale-New Haven Hospital Balance Sheet
**General Fund ($000 Omitted)**

<table>
<thead>
<tr>
<th>Year Ending September 30</th>
<th>1985</th>
<th>1984</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Current Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash</td>
<td>$1,023</td>
<td>$820</td>
</tr>
<tr>
<td>Accounts Receivable (Net)</td>
<td>34,096</td>
<td>36,067</td>
</tr>
<tr>
<td>Marketable Securities</td>
<td>37,755</td>
<td>18,393</td>
</tr>
<tr>
<td>All Other Current Assets</td>
<td>3,357</td>
<td>3,405</td>
</tr>
<tr>
<td><strong>Total Current Assets</strong></td>
<td>76,231</td>
<td>58,685</td>
</tr>
<tr>
<td><strong>Other Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>12,854</td>
<td>16,392</td>
</tr>
<tr>
<td><strong>Property, Plant And Equipment</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>144,905</td>
<td>139,648</td>
</tr>
<tr>
<td>Less Accumulated Depreciation And Amortization</td>
<td>57,999</td>
<td>50,652</td>
</tr>
<tr>
<td></td>
<td>86,906</td>
<td>88,996</td>
</tr>
<tr>
<td>Construction in Progress</td>
<td>6,037</td>
<td>2,994</td>
</tr>
<tr>
<td>Escrow Funds For Construction</td>
<td>1,715</td>
<td>2,237</td>
</tr>
<tr>
<td>Board Designated Funds For Plant Improvement and Expansion</td>
<td>8,097</td>
<td>6,435</td>
</tr>
<tr>
<td><strong>Total Property, Plant and Equipment</strong></td>
<td>102,755</td>
<td>100,662</td>
</tr>
<tr>
<td></td>
<td>$191,840</td>
<td>$175,739</td>
</tr>
<tr>
<td><strong>Liabilities and Fund Balance</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Current Liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts Payable</td>
<td>$8,689</td>
<td>$11,426</td>
</tr>
<tr>
<td>Accrued Expenses</td>
<td>14,073</td>
<td>11,694</td>
</tr>
<tr>
<td>Due To Third Parties</td>
<td>16,842</td>
<td>12,709</td>
</tr>
<tr>
<td>Due To Restricted Funds</td>
<td>1,015</td>
<td>170</td>
</tr>
<tr>
<td>Current Portion Of Long Term Debt</td>
<td>2,337</td>
<td>2,623</td>
</tr>
<tr>
<td><strong>Total Current Liabilities</strong></td>
<td>42,956</td>
<td>38,622</td>
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<tr>
<td><strong>Long-Term Debt, less current portion</strong></td>
<td>55,534</td>
<td>65,106</td>
</tr>
<tr>
<td><strong>Deferred Liabilities</strong></td>
<td>5,477</td>
<td>344</td>
</tr>
<tr>
<td><strong>Fund Balance</strong></td>
<td>87,873</td>
<td>71,667</td>
</tr>
<tr>
<td></td>
<td>$191,840</td>
<td>$175,739</td>
</tr>
</tbody>
</table>
## Yale-New Haven Hospital Statement of Operating Revenues and Expenses
### Unrestricted Fund ($000 Omitted)

<table>
<thead>
<tr>
<th>Year Ended September 30</th>
<th>1985</th>
<th>1984</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue From Services to Patients</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Room, Board, and Nursing</td>
<td>$93,499</td>
<td>$90,740</td>
</tr>
<tr>
<td>Special Services-Inpatients</td>
<td>102,416</td>
<td>96,932</td>
</tr>
<tr>
<td>Clinic Patients</td>
<td>5,793</td>
<td>7,537</td>
</tr>
<tr>
<td>Emergency Room Patients</td>
<td>8,074</td>
<td>7,395</td>
</tr>
<tr>
<td>Referred Outpatients</td>
<td>17,865</td>
<td>16,048</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$227,647</td>
<td>$218,652</td>
</tr>
<tr>
<td><strong>Deductions From Gross Revenues</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contractual and Other Allowances</td>
<td>34,949</td>
<td>39,153</td>
</tr>
<tr>
<td>Provision for Uncollectable Accounts</td>
<td>10,041</td>
<td>8,982</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>44,990</td>
<td>48,135</td>
</tr>
<tr>
<td><strong>Net Revenue from Services to Patients</strong></td>
<td>182,657</td>
<td>170,517</td>
</tr>
<tr>
<td>Other Operating Revenue</td>
<td>117</td>
<td>183</td>
</tr>
<tr>
<td><strong>Net Operating Revenue</strong></td>
<td>$182,774</td>
<td>$170,700</td>
</tr>
<tr>
<td><strong>Operating Expenses</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries</td>
<td>$90,660</td>
<td>$84,647</td>
</tr>
<tr>
<td>Supplies and Other Expenses</td>
<td>90,164</td>
<td>81,170</td>
</tr>
<tr>
<td>Depreciation</td>
<td>7,604</td>
<td>7,394</td>
</tr>
<tr>
<td>Interest</td>
<td>4,847</td>
<td>4,550</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$193,275</td>
<td>$177,761</td>
</tr>
<tr>
<td>Less: Recoveries of Expenses</td>
<td>(15,325)</td>
<td>(12,659)</td>
</tr>
<tr>
<td><strong>Net Operating Expenses</strong></td>
<td>$177,950</td>
<td>$165,102</td>
</tr>
<tr>
<td><strong>Operating Gain</strong></td>
<td>$4,824</td>
<td>$5,598</td>
</tr>
</tbody>
</table>
## Comparative Statistics

### Yale-New Haven Hospital

**Revenue Other Than From Operations ($000 Omitted)**

<table>
<thead>
<tr>
<th>Year Ended September 30</th>
<th>1985</th>
<th>1984</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Non-Operating Revenue</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interest Income From Escrow Funds</td>
<td>$1,178</td>
<td>$1,082</td>
</tr>
<tr>
<td>All Other Investment Income</td>
<td>5,007</td>
<td>3,158</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>6,185</td>
<td>4,240</td>
</tr>
<tr>
<td>Extraordinary Gain On Early Extinguishment Of Debt Less Related Deferred Reimbursement</td>
<td>4,019</td>
<td></td>
</tr>
<tr>
<td><strong>Total Revenue Other Than From Operations</strong></td>
<td>$10,204</td>
<td>$4,240</td>
</tr>
</tbody>
</table>

### Trends in Financial Ratios

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Liquidity Ratios</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current</td>
<td>1.775</td>
<td>1.519</td>
<td>1.559</td>
<td>1.482</td>
<td>1.516</td>
</tr>
<tr>
<td>Days Revenue in Net Accounts Receivable</td>
<td>57.5</td>
<td>63.8</td>
<td>59.4</td>
<td>62.5</td>
<td>65.0</td>
</tr>
<tr>
<td><strong>Profitability Ratios</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating Margins (%)</td>
<td>2.64</td>
<td>3.28</td>
<td>.04</td>
<td>(1.07)</td>
<td>(1.14)</td>
</tr>
<tr>
<td>Return on Assets</td>
<td>.0251</td>
<td>.0322</td>
<td>.0004</td>
<td>(.9942)</td>
<td>(.9690)</td>
</tr>
<tr>
<td><strong>Capital Structure Ratios</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Long Term Debt:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>To Equity</td>
<td>.632</td>
<td>.908</td>
<td>1.115</td>
<td>1.354</td>
<td>1.279</td>
</tr>
<tr>
<td>To Net Fixed Assets (%)</td>
<td>63.9</td>
<td>73.2</td>
<td>74.1</td>
<td>77.9</td>
<td>173.1</td>
</tr>
<tr>
<td>Debt Service Coverage</td>
<td>2.441</td>
<td>2.418</td>
<td>1.784</td>
<td>2.096</td>
<td>3.552</td>
</tr>
</tbody>
</table>

### General Information Summary

<table>
<thead>
<tr>
<th></th>
<th>1985</th>
<th>1984</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Patients</td>
<td>35,894</td>
<td>36,425</td>
</tr>
<tr>
<td>Patient Days of Care Provided</td>
<td>254,372</td>
<td>266,624</td>
</tr>
<tr>
<td>Average Length of Stay</td>
<td>7.1</td>
<td>7.3</td>
</tr>
<tr>
<td>Average Daily Patient Census</td>
<td>697</td>
<td>728</td>
</tr>
<tr>
<td>Births</td>
<td>5,556</td>
<td>5,352</td>
</tr>
<tr>
<td>Volunteer Hours Donated</td>
<td>69,859</td>
<td>73,346</td>
</tr>
</tbody>
</table>
## Comparative Statistics

### Inpatient Statistics (Discharges) 1985 vs 1984

<table>
<thead>
<tr>
<th>Category</th>
<th>1985</th>
<th>1984</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adults</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Medical</td>
<td>17,594</td>
<td>18,020</td>
</tr>
<tr>
<td>Surgical</td>
<td>8,839</td>
<td>9,004</td>
</tr>
<tr>
<td>Total Adults</td>
<td>26,433</td>
<td>27,024</td>
</tr>
<tr>
<td>Pediatrics</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Medical</td>
<td>2,353</td>
<td>2,460</td>
</tr>
<tr>
<td>Surgical</td>
<td>1,391</td>
<td>1,422</td>
</tr>
<tr>
<td>Total Pediatrics</td>
<td>3,744</td>
<td>3,882</td>
</tr>
<tr>
<td>Newborn</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Regular</td>
<td>4,370</td>
<td>4,211</td>
</tr>
<tr>
<td>Special Care</td>
<td>1,347</td>
<td>1,308</td>
</tr>
<tr>
<td>Total Newborn</td>
<td>5,717</td>
<td>5,519</td>
</tr>
<tr>
<td>Total Inpatient</td>
<td>35,894</td>
<td>36,425</td>
</tr>
</tbody>
</table>

### Outpatient Clinic Visits 1985 vs 1984

<table>
<thead>
<tr>
<th>Department</th>
<th>1985</th>
<th>1984</th>
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</thead>
<tbody>
<tr>
<td>Primary Care Center</td>
<td>29,917</td>
<td>30,369</td>
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<tr>
<td>Women's Center</td>
<td>27,903</td>
<td>26,495</td>
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<tr>
<td>Medicine</td>
<td>27,677</td>
<td>27,933</td>
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<tr>
<td>Ophthalmology</td>
<td>18,637</td>
<td>17,198</td>
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<tr>
<td>Surgery</td>
<td>15,171</td>
<td>16,863</td>
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<tr>
<td>Pediatric</td>
<td>11,287</td>
<td>12,110</td>
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<tr>
<td>Dermatology</td>
<td>9,090</td>
<td>9,740</td>
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<tr>
<td>Otolaryngology</td>
<td>8,316</td>
<td>8,280</td>
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<tr>
<td>Orthopaedic</td>
<td>8,134</td>
<td>8,470</td>
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<tr>
<td>Dental</td>
<td>4,468</td>
<td>4,874</td>
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<tr>
<td>Urology</td>
<td>4,003</td>
<td>2,573</td>
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<tr>
<td>Dana Psychiatric</td>
<td>3,076</td>
<td>3,643</td>
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<tr>
<td>Total Outpatient Clinic Visits</td>
<td>167,679</td>
<td>168,548</td>
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<tr>
<td>Emergency Services Visits</td>
<td>70,771</td>
<td>72,356</td>
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<tr>
<td>Personnel Health Services</td>
<td>16,038</td>
<td>14,728</td>
</tr>
<tr>
<td>Total Outpatient Visits</td>
<td>254,488</td>
<td>255,632</td>
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### Diagnostic and Therapeutic Services 1985 vs 1984

<table>
<thead>
<tr>
<th>Service</th>
<th>1985</th>
<th>1984</th>
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</thead>
<tbody>
<tr>
<td>X-ray</td>
<td>180,872</td>
<td>176,659</td>
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<tr>
<td>Ultrasound</td>
<td>14,141</td>
<td>12,269</td>
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<tr>
<td>CAT Scan</td>
<td>12,334</td>
<td>11,088</td>
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<tr>
<td>Nuclear Medicine</td>
<td>9,695</td>
<td>10,341</td>
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<tr>
<td>Electrocardiology Exams</td>
<td>43,737</td>
<td>45,434</td>
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<tr>
<td>Radiation Therapy Treatments</td>
<td>39,340</td>
<td>45,032</td>
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<tr>
<td>Physical Therapy Treatments</td>
<td>41,937</td>
<td>41,351</td>
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<tr>
<td>Respiratory Therapy Treatments</td>
<td>231,861</td>
<td>242,447</td>
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</tbody>
</table>
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