Pediatric Medicine Innovation, Development & Recommitment

Yale-New Haven Hospital 1992 Annual Report

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Over the past year, the Children's Hospital has risen above the New Haven horizon, a modern landmark for children and the ancient art of healing.

The building, however, is only the latest step in a journey that began a long time ago, as a new field of medicine evolved to care for children.

It was here that pediatric medicine first set roots, grew and developed.

Yale-New Haven's historic contributions to pediatrics formed the cornerstone of the new Children's Hospital. For more than a century and a half, Yale-New Haven has helped thousands of children return to health—helped them go home, back to their families, to school, and to finish growing up.

The voices and faces of these children, from the past and the present, echo at Yale-New Haven, reflecting the achievements of pediatric medicine.
Imagine York Street as it was 150 years ago—a dusty road leading away from Yale and the New Haven green. In a house down the street was the Medical Institution of Yale College. Facing Cedar Street was a stately, wooden Greek revival style building, the 13-bed General Hospital Society of Connecticut, which would later become New Haven Hospital, then Grace-New Haven Hospital, and finally, Yale-New Haven Hospital—the parent of the new Children’s Hospital at Yale-New Haven.

In those days, medicine was crude by current standards and the medical care of children nearly non-existent. Parents, grandparents and neighbors took care of sick children. Physicians avoided treating children—perhaps because the youngest could not communicate verbally, or because childhood diseases were so deadly. It was a grim fact of life that many children never survived to adulthood.

Gradually the care of sick children moved into the hands of nurses and midwives. One of the first physicians to show a genuine interest in the health of children was Dr. Eli Ives, a professor at Yale’s Medical College and one of the hospital’s founders. Around 1873, Professor Ives began to lecture Yale medical students on the diseases of children. This was actually the country’s first course in pediatric medicine, a step that would eventually change the practice of medicine and the life expectancy of children.

In those days, there were no thermometers, stethoscopes, or x-rays. Treatments were simple—herbs, baths, leeching, poultices, plasters and exercise. But what mattered most was Dr. Ives’ persistence in treating children.

Following the Civil War, American medicine began to mature. Hospitals sprang up in community after community, public health improved, anesthesia was discovered, and the germ theory of disease gained acceptance.

In the hospital’s 1884 annual report came a foreshadowing of the new Children’s Hospital. On those now-yellowed pages, the Lady Visitors called for a new separate children’s unit. Although more than 100 years have passed, the needs have not changed. The benefits of treating children separately are even more obvious. And the Auxiliary, in conjunction with the hospital, continues to champion children’s health.
An unexpected scientific breakthrough came early in the 20th century—the pasteurization of milk. Milk-transmitted diseases had long been a leading cause of infant death. The 1920s and ’30s saw continued progress in public health and nutrition, and control of children’s infectious epidemics such as summer diarrhea, meningitis and typhoid. Although this was still a pre-antibiotic, pre-intensive care era, infant mortality rates—which had been close to 100 per 1,000 live births in the late 1800s—were cut in half. Yale was a major contributor to advances in newborn nutrition, intravenous therapy, and the control of viral and bacterial infections of children.

In 1917, Yale and New Haven Hospital signed a formal affiliation agreement, marking the beginning of the Yale-New Haven medical center we know now. In 1920, the Lady Visitors got their wish when a new 12-bed ward for children opened. The first pediatric chief was Dr. Edwards A. Park, a world-class investigator whose research on rickets was instrumental in eliminating that childhood disease. In just a few years, Dr. Park built a small but very accomplished pediatric department. Relative to its size, YNHH has had a disproportionately high impact on pediatrics nationally.

But it was the second chief who would go on to shape pediatric medicine, not only at Yale-New Haven, but throughout the country. Dr. Grover Powers, who chaired the department for 25 years, was the first physician to emphasize the psycho-social needs of children and view them as growing, developing young people who are also members of families and the community. All around the country, “Grover’s boys,” as the young doctors who trained under Dr. Powers were called, brought a new spirit of humanism and a new level of sensitivity to the care of sick children.

In the pre-Depression era, New Haven Hospital was quietly on its way to becoming a valuable national resource. “I know of no place to which I should rather send a critically sick child or one whose illness was obscure than to the New Haven Hospital at the present time,” said the pediatric department’s 1926-27 annual report. It went on to say, “I do not believe that the people of New Haven appreciate sufficiently what a magnificently conducted medical institution they have.”
For Leon and Barbara Prete of Milford, the summer of 1992 was like a bad dream. On June 24, Barbara had pulled a dog tick off the arm of her 5-year-old son. Lee Michael, never suspecting the boy had already been infected with Rocky Mountain Spotted Fever, a rare disease in this part of the country.

Nine days later, Lee Michael was unable to speak, walk or eat. By the time he was admitted to Yale-New Haven Hospital, he had developed encephalitis, a brain infection. His prognosis was grim.

But infectious disease specialists at YNHH suspected Rocky Mountain Spotted Fever and started aggressive treatment. After two weeks at YNHH, followed by a month of intensive rehabilitation, Lee was on his way home and to a full recovery. Local newspapers reporting Lee Michael's illness quoted Leon Prete, "The doctors at Yale saved his life."
During World War II, Yale-New Haven did not experience the usual war-time slowdown. In the 1940s, YNHH became one of the first hospitals in the country to promote natural childbirth, encourage fathers to be in the delivery room and pioneer “rooming-in” allowing mothers and newborns to stay together. It is hard to believe that these were revolutionary concepts at that time, but Yale-New Haven forever changed the care of babies in hospitals.

In 1942, Yale-New Haven was the first hospital in the nation to use penicillin for a bacterial infection, and to use chemotherapy to combat cancer—two achievements that would rewrite medical history. Thanks to antibiotics, many of the diseases that had plagued children for thousands of years were all but eliminated. Today, the word “cancer” is no longer a whisper, and the word “cure” is often used when talking about childhood cancer.

After the war came the baby boom and a prospering economy. Hula hoops, Frisbees and “Leave It To Beaver” made their debut. The world seemed simple, sweet and bountiful—and full of children. Concern for their medical and psycho-social health flourished, in part, thanks to the efforts of Yale pediatricians.

With more attention on children’s needs came increased support for research and technology. In the late ’40s, New Haven Hospital opened the nation’s first regional children’s heart center, and during the ’50s, was among the first hospitals to perform open-heart surgery on children. In the late ’50s, YNHH started one of the country’s first cystic fibrosis programs.

The Yale Poliomyelitis Unit was at work isolating the polio virus and developing vaccines. Some of us will never forget the sight of a brother or sister encased in an iron lung in the kitchen, a victim of the dreaded “infantile paralysis.” Others may remember standing in line in school for a sugar cube with a few pink drops of medicine on it, not fully appreciating the long road that led to the oral polio vaccine.

The Memorial Unit opened in 1953. A pattern had emerged: the hospital grew and progress continued. New discoveries were made, and old therapies were abandoned or replaced. YNHH moved on, leading the way in pediatrics.

“Sometimes I look at Laura and wonder how she can be so happy,” said her mother, Jennifer Titrud of Fairfield.

Laura spent half of her first year of life at YNHH. Now five, she already has had almost 20 operations to correct serious birth defects. Yet to meet her, you would hardly know. Laura is outgoing, talkative and friendly. She knows her own mind. She loves nursery school.

Six weeks before Laura was born, an ultrasound test revealed an intestinal blockage. Jennifer was referred to YNHH for the remainder of her prenatal care. Laura was born with major gastrointestinal and urinary tract problems, and spent over two-and-a-half months in the Newborn Special Care Unit.

It’s been a difficult five years for Laura and her family, but, said Jennifer, “We accept it as a way of life. I am grateful to Yale-New Haven, but even more, to Laura. She is an inspiration to us.”

During the Second World War, New Haven Hospital pioneered “rooming-in,” which allowed mothers and newborns to stay together in the hospital. After the war came a booming economy, a population explosion and hospital expansions.
The post-war investment in research and technology began to pay enormous dividends in the 1960s. Subspecialization took hold in pediatrics—leading to improved care for children, along with the accompanying frustration of fragmentation. Like the sociopolitical world outside, this was a revolutionary time for pediatric medicine. While the care of children got more specialized, basic primary care was not forgotten. In the '60s, the hospital, Yale and the city health department embarked on a cooperative lead screening, reporting and prevention program. In 1975, a brand new Primary Care Center opened to meet basic health needs of area children and families, many of whom had no other source of health care.

Advances came rapidly. The first pediatric surgeon was recruited to YNHH. The world's first intensive care unit for premature newborns opened at Yale-New Haven in 1961, followed five years later by a pediatric intensive care unit. A nationally funded Children's Clinical Research Center opened at YNHH two years after that. It was there, in the ‘70s, that a portable pump was tested in treating children with the blood disorder thalassemia. That same pump technology was later converted to the world's first insulin pump for diabetics at YNHH.

In 1967, we got a glimpse of an astonishing new development—transplantation—the first kidney transplant in Connecticut was done at YNHH. Over the next two decades, children would benefit from countless other transplants—liver, heart, heart-lung, single lung, pancreas and bone marrow, at Yale-New Haven.

YNHH became a leader in creating model programs for other hospitals to follow. Child Life started in 1967 to help children cope with the stress of illness and hospitalization. In 1972, Dr. Howard Pearson started yet another model program here—routine screening for sickle cell anemia. Later, after becoming chief of pediatrics at YNHH, Dr. Pearson began to call for the consolidation of pediatric services into a distinct children's hospital. But it would take time.
Our children have benefitted from so much—radiation as a healing force, ultrasound, CT scans, magnetic resonance imaging, even diagnosis and treatment in utero. New understanding in molecular biology brings us closer to the day where we can prevent—not just cure—children’s diseases. Yale-New Haven is a nationally recognized center for pediatric research and training—designated by the National Institutes of Health as a Child Health Research Center, a center for the study of lung disease and learning disabilities.

Over the last century, YNHH has played a major role in the development of pediatric medicine. The Children’s Hospital is a logical next step. In 1987, Dr. Joseph B. Warshaw, a former director of the Newborn Special Care Unit at YNHH, returned to Yale from the University of Texas Children’s Medical Center. As chief of pediatrics, his vision has helped guide the creation of a Children’s Hospital at Yale-New Haven.

As we prepare to open the Children’s Hospital, we are still early in the last decade of the only century we have ever known. Our expectations for our children are very different now than they once were. We still grapple with some of the old problems, but we have new nightmares—AIDS, domestic and urban violence, child sexual abuse. We have conquered smallpox, diphtheria and polio, but children continue to suffer from malnutrition and poverty.

We still hear the old voices, in harmony with new ones. We have discarded some ideas, refined others, retained those that have withstood the test of time, and developed new ones. We have had peaks, plateaus and valleys in the crusade for children’s health. But now, in this time and in this place, we celebrate a renewed commitment to children.

“The Children’s Hospital at Yale-New Haven will provide the best available care for children. But we have been doing that for years,” said Dr. Warshaw. “This is not just a building. It is a magnet to attract new pediatric talent. It is a beacon of light in the community...a presence here in New Haven...and a symbol of all that our sons and our daughters have come to represent in our society. It is a place where we care for kids...and we care about kids.”
Year-end Message

The innovation, development and recommitment continue...Yale-New Haven Hospital’s distinguished history is the result of this cycle, repeated over the years, in different specialties, again and again. Progress is a process of accumulation—building on the success of past endeavors, reaching for new and innovative concepts, further developing and refining those ideas into practices that ultimately become standard, and then reaching out all over again with commitment anew.

1992 was a year of innovation...

Change and challenge went hand-in-hand throughout 1992. It was a year of new leadership, new ideas and new construction.

It was a transition year for our partner, Yale University, and we were delighted to welcome Dr. Howard R. Lamar as acting president of Yale, and Judith Rodin as provost. And the hospital/University ties have never seemed stronger than with the selection of Dr. Gerard N. Burrow (who served his residency at YNHH and was a member of the medical staff for more than a decade) as dean of the School of Medicine, and Dr. Lawrence S. Cohen (a distinguished member of our medical staff for the past 23 years) as deputy dean of the medical school. With these new appointments, we will continue to forge an even stronger relationship with this great University.

Joseph A. Zaccagnino completed his first full year as president and chief executive officer. As the hospital’s new steward, he reorganized the senior management team and created a leaner organizational structure to manage an institution that has enjoyed enormous stability and strong financial performance for the last 14 years. To contain costs and streamline senior management, the hospital made a deliberate decision to eliminate two key administrative positions—those of the executive vice president and a vice president. Three senior vice presidents—Marna P. Borgstrom, Vincent S. Conti and H. Bart Price—were subsequently appointed, sharing the operating and administrative responsibilities of the hospital with the president. This restructuring will allow YNHH to streamline operations by broadening the roles of several senior managers while effectively eliminating two top positions.

There were new faces at Yale-New Haven this year. A new vice president for nursing, Diana J. Weaver, R.N., arrived from the University of Kentucky Hospital and School of Nursing. Two new administrative directors, Sandra T. Stein and Tucker Leary, who oversee planning, marketing and managed care, will help to fortify us in an increasingly competitive managed health care environment.

The recruitment of two new pediatric specialists expanded programs in orthopedics and emergency medicine. Dr. Thomas S. Renshaw, former director of orthopedic surgery at Newington Hospital, directs YNHH’s pediatric orthopedic program, and Dr. David T. Bachman, from the Primary Children’s Medical Center in Salt Lake City, will direct the new pediatric emergency department soon to open in the Children’s Hospital. A new chief of plastic surgery, Dr. John A. Persing, was also recruited in 1992 from the Hospital of the University of Virginia Medical Center, bringing with him a strong pediatric background and expertise in craniofacial surgery.

Clinically, too, Yale-New Haven continued to make innovative medical contributions. A newborn rushed from New London to the YNHH Newborn Special Care Unit in severe respiratory distress just hours after her birth was the first patient in the state to be treated with the new Extra Corporeal Membrane Oxygenation (ECMO) machine which takes over all or part of lung function.

In the battle to reduce infant mortality and improve maternal and child health, creative approaches supplemented conventional tactics. Our maternal health services developed an innovative program called “Me...
and My Baby,” to help recruit pregnant women for early prenatal care, offering a new evening clinic, city-wide transportation, child care, and most importantly, two Women’s Center outreach workers who visit city neighborhoods and counsel prenatal clients.

The hospital’s own neighborhood, the Hill, was the site of another remarkable program, initiated in 1992. In a move that was touted by national media as taking the concept of neighborhood partnership “a step further,” YNHH began offering mortgage and home improvement loans to residents of the Hill, in cooperation with the Hill Development Corporation. The hospital reasoned that an investment in neighborhood stability was good for patients, staff, the institution, as well as the neighbors.

So despite financial constraints, Yale-New Haven managed to show that innovation was possible, within and outside the hospital walls.

1992 was a year of development...

Yale-New Haven continued to address mounting external pressures beyond its control this year—increased competition and the need to contain costs, continued underpayments by Medicare and Medicaid, growing needs of our aging population, to name a few, and more health problems associated with poverty and the effects of a recession.

Despite these external pressures, the hospital had a productive year, an exciting year. The hospital’s business plan proved to be a solid rudder which guided us through the sometimes turbulent waters of change. We concentrated on developing and strengthening our clinical programs, focusing on quality and improving our cost/price position, amidst the flux of change.

The hospital’s 1992 operating gain was almost $3.5 million, up from $2.9 million last year. However, a new accounting regulation, adopted in 1990 by the Financial Accounting Standards Board (FASB), requires all U.S. corporations to include the cost of retiree health benefits in their annual financial statements. Although companies have until 1994 to recognize the impact of the new rule, YNHH decided to absorb the projected $20.6 million liability in 1992. This extraordinary cost, and the cost of refinancing the hospital’s long-term debt in order to lower interest costs, resulted in a $22.2 million loss before debt repayment for the fiscal year ended Sept. 30, 1992.

Inpatient volume was slightly lower than last year: 35,372 discharges in 1992 vs. 35,551 in 1991. However, outpatient visits were up: 239,081 ambulatory visits in 1992 compared to 227,007 in 1991. The same pattern was evident in surgery, reflecting national trends toward more and more outpatient care. The average length of stay for patients in the hospital decreased slightly for the third year in a row, from 6.9 days to 6.7 days.

One of the ways Yale-New Haven further developed and improved its services was to focus on quality. Three hospital-wide Service Quality Improvement (SQI) task forces were formed to examine and resolve problems in three distinct areas: the emergency department, the physical environment in the patient care units, and the operating rooms.

During 1992, visits to the Emergency Department decreased slightly (from 69,826 visits in 1991 to 68,533 in 1992), in large part due to ongoing efforts to treat patients in more appropriate settings. However, the number of hospital admissions from emergency room visits increased this year, reflecting a higher acuity level of patients being seen there. The SQI task force investigated causes of emergency room delays, and successfully reduced the amount of time patients had to wait in the ED before being admitted by 43 percent.

Initiatives were also undertaken to improve the patient care environment, focusing on maintaining clean, uncluttered areas by addressing storage problems and aging patient furniture issues. These actions should help enhance the physical environment in existing patient care areas until the renovation of the Memorial Unit begins in 1993, bringing more permanent solutions to the problems of aging, crowded buildings.

The third SQI task force examined the efficiency of the hospital’s operating rooms. After considering issues that impact OR access, scheduling, cancellations and postponements, the team focused on delays in the starting time of the first surgical case of the day, and by the end of the year had reduced delays by 15 percent. Further, a consultant was hired to review OR management and utilization. A new computer system, the Operating Room Information System (ORIS), went on-line early in the 1991-92 fiscal year, and ORIS data from 1992 was used to identify scheduling issues and physician utilization patterns to improve efficiency.

Major developments continued in the new Clinical Care Support System (CCSS) which was implemented on the first patient care unit in May. As it continues to go on-line with hundreds of computer terminals being placed in all of the hospital’s patient units, CCSS will greatly improve handling of patient information, records, medical and pharmacy orders.

The world environment, as well as the hospital environment, received steadfast attention at YNHH, with the Environmental Committee educating employees about the need for recycling and waste reduction. Innovation takes many forms...in a variation of the
The Children’s Hospital is the perfect, tangible example of Yale-New Haven’s recommitment to children’s health.

1992 was a year of recommitment...

Above all else, 1992 can be viewed as a year of recommitment. An old battle against lead poisoning was invigorated with the opening of a new lead clinic in the Primary Care Center last fall. YNHH renewed its commitment to AIDS care, receiving funding for several research efforts and clinical trials for both pediatric and adult patients. In addition, the hospital submitted a proposal to the state Commission on Hospitals and Health Care (CHHC) on alternatives to hospital care for AIDS patients, part of the CHHC’s approval of our Facilities Renewal Project.

YNHH maternity services were refined through the ongoing efforts of a multidisciplinary task force, and culminating in an attractive new package of informational materials for patients. Similarly, a million dollar renovation signified the hospital’s recommitment to the Women’s Center, the largest provider of obstetrical care in the community for New Haven area women, logging over 16,000 visits last year.

This year, YNHH was ranked among America’s best hospitals in the June issue of U.S. News & World Report. Over 1,000 of the nation’s leading physicians ranked YNHH as one of the nation’s best hospitals, with particular recognition in two specialty areas—gynecology and psychiatry. And in the newly published reference guide, The Best Doctors in America, 50 members of our medical staff—representing 33 different specialties—were cited as among the finest in the profession. This sort of unsolicited recognition bears witness to the enduring strength of the institution.

While the entire year was a time of renewal, reinvestment and recommitment in the physical and philosophical entity that is Yale-New Haven Hospital, the most exciting element continued to unfold before our eyes—the Children’s Hospital. The construction project, a sign of hope to us all, progressed on budget and on schedule. The exterior of the building—steel frame, pre-cast concrete walls, windows, roof, heliport were finished, and work moved inside. The subterranean parking garage under the Children’s Hospital was completed and partially opened.

There were other accomplishments as part of the Facilities Renewal Project this year. The lithotripsy mobile van dock was completed, as were renovations in radiation therapy. The new hospital lobby—a beautiful, skylit atrium—nearly completion, as did preparatory work for a new hospital entrance.

This year’s annual report chronicles Yale-New Haven’s role as a shaping force in pediatrics. Today, as we prepare to open the Children’s Hospital, reflecting on the innovations, developments and changes that have occurred in pediatrics over the last century gives context to the hospital’s current investment in the care of children. The Children’s Hospital is the perfect, tangible example of Yale-New Haven’s recommitment to children’s health.

When we look back, we may well view 1992 as a year that tempered the infrastructure of this organization and tested both our strength and our flexibility. Our financial performance was respectable, though not without pain—through a tough cost reduction program, we managed to reduce our 1993 operating budget requirements by $10.5 million.

And despite a national recession, by September 30, 1992, the end of the fiscal year, Building for Health, the capital campaign that supports the Facilities Renewal Project, had reached more than $8 million toward its $11.5 million goal. Clearly, 1992 was a solid and productive year for Yale-New Haven Hospital.

For our country, 1992 brought new leadership and renewed hope to Americans. It was a year of new leadership at Yale-New Haven, too—another year of innovation, development and commitment.
Comparative Statistics & The Hospital’s Family
### Comparative Statistics

#### Balance Sheet General Fund

<table>
<thead>
<tr>
<th>Year Ended September 30 ($000 Omitted)</th>
<th>1992</th>
<th>1991</th>
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####Assets

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<tbody>
<tr>
<td>Cash</td>
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<td>Marketable Securities</td>
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<td>40,519</td>
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<td>Accounts Receivable (Net)</td>
<td>58,299</td>
<td>66,596</td>
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<tr>
<td>All Other Current Assets</td>
<td>25,462</td>
<td>27,570</td>
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<tr>
<td><strong>Total Current Assets</strong></td>
<td><strong>143,314</strong></td>
<td><strong>136,905</strong></td>
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<table>
<thead>
<tr>
<th>Other Assets</th>
<th>1992</th>
<th>1991</th>
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<tbody>
<tr>
<td>Property, Plant and Equipment</td>
<td>230,656</td>
<td>216,186</td>
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<tr>
<td>Less Accumulated Depreciation</td>
<td>114,492</td>
<td>101,971</td>
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<td><strong>Net Property, Plant &amp; Equipment</strong></td>
<td><strong>116,164</strong></td>
<td><strong>114,215</strong></td>
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<tr>
<td>Construction in Progress</td>
<td>93,444</td>
<td>31,747</td>
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<tr>
<td>Escrow Funds for Construction</td>
<td>61,778</td>
<td>91,542</td>
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<tr>
<td>Board Designated Funds for Plant Improvement and Expansion</td>
<td>10,078</td>
<td>24,826</td>
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<tr>
<td><strong>Total Property, Plant &amp; Equipment</strong></td>
<td><strong>281,464</strong></td>
<td><strong>262,330</strong></td>
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</table>

| Total Assets | **$438,172** | **$415,563** |

####Liabilities and Fund Balance

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<tbody>
<tr>
<td>Accounts Payable</td>
<td>22,572</td>
<td>16,465</td>
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<tr>
<td>Accrued Expenses</td>
<td>37,703</td>
<td>35,071</td>
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<tr>
<td>Due to Third Parties</td>
<td>35,619</td>
<td>28,769</td>
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<tr>
<td>Due to Restricted Funds</td>
<td>1,049</td>
<td>633</td>
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<tr>
<td>Current Portion of Long Term Debt</td>
<td>2,595</td>
<td>2,255</td>
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<tr>
<td><strong>Total Current Liabilities</strong></td>
<td><strong>99,538</strong></td>
<td><strong>83,193</strong></td>
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<tr>
<td>Accrued Post Retirement Benefits other than Pensions</td>
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<td>167,430</td>
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<td>Deferred Liabilities</td>
<td>23,310</td>
<td>25,596</td>
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<td>Fund Balance</td>
<td>124,980</td>
<td>139,344</td>
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<td><strong>Total Liabilities and Fund Balance</strong></td>
<td><strong>$438,172</strong></td>
<td><strong>$415,563</strong></td>
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</table>
Comparative Statistics
Summary Statement of Operating Revenues and Expenses

<table>
<thead>
<tr>
<th>Year Ended September 30 ($000 Omitted)</th>
<th>1992</th>
<th>1991</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenues from Services to Patients</strong></td>
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<td></td>
</tr>
<tr>
<td>Room, Board and Nursing</td>
<td>$209,358</td>
<td>$186,939</td>
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<tr>
<td>Special Services-Inpatients</td>
<td>234,500</td>
<td>203,602</td>
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<tr>
<td>Outpatients</td>
<td>71,548</td>
<td>60,976</td>
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<td>Emergency Services Patients</td>
<td>15,894</td>
<td>14,946</td>
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<td><strong>Total</strong></td>
<td>531,300</td>
<td>466,463</td>
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<td><strong>Deductions</strong></td>
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<td>Federal and State Government Discounts</td>
<td>143,955</td>
<td>109,183</td>
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<td>Other Insurance Companies Discounts</td>
<td>17,285</td>
<td>10,357</td>
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<td>Free Care and Uncompensated Services</td>
<td>18,238</td>
<td>17,004</td>
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<td><strong>Total</strong></td>
<td>179,478</td>
<td>136,544</td>
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<td><strong>Net Revenue from Services to Patients</strong></td>
<td>351,822</td>
<td>329,919</td>
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<td><strong>Operating Expenses</strong></td>
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<tr>
<td>Salaries</td>
<td>171,471</td>
<td>163,746</td>
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<tr>
<td>Supplies and Other Expenses</td>
<td>159,779</td>
<td>146,997</td>
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<tr>
<td>Depreciation</td>
<td>14,279</td>
<td>12,187</td>
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<td>Interest</td>
<td>2,833</td>
<td>4,043</td>
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<td><strong>Total</strong></td>
<td>348,362</td>
<td>326,973</td>
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<tr>
<td>Operating Gain before Extraordinary Items</td>
<td>3,460</td>
<td>2,946</td>
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<tr>
<td>Extraordinary Items*</td>
<td>(23,512)</td>
<td></td>
</tr>
<tr>
<td>Available for Debt and Capital Needs</td>
<td>(20,052)</td>
<td>2,946</td>
</tr>
<tr>
<td>Debt Repayment</td>
<td>(2,135)</td>
<td>(2,569)</td>
</tr>
<tr>
<td><strong>Balance for Equipment Replacement and New Technology</strong></td>
<td>$ (22,187)</td>
<td>$ 377</td>
</tr>
</tbody>
</table>

*Loss on early extinguishment of debt $2,882,000 and the cumulative effect of change in accounting for post retirement benefits other than pensions $20,630,000.
## Comparative Statistics

### Philanthropic and Other Support

<table>
<thead>
<tr>
<th>Year Ended September 30 ($000 Omitted)</th>
<th>1992</th>
<th>1991</th>
</tr>
</thead>
<tbody>
<tr>
<td>Charitable Contributions</td>
<td></td>
<td></td>
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<tr>
<td>Medical Equipment Fund</td>
<td>$441</td>
<td>$691</td>
</tr>
<tr>
<td>Construction and Renovation Fund</td>
<td>2,844</td>
<td>3,079</td>
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<tr>
<td>Fund for Care of the Indigent</td>
<td>307</td>
<td>328</td>
</tr>
<tr>
<td>Other Gifts</td>
<td>3,285</td>
<td>2,895</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>6,877</td>
<td>6,993</td>
</tr>
<tr>
<td>Income and Appreciation on Invested Funds</td>
<td>4,765</td>
<td>6,401</td>
</tr>
<tr>
<td><strong>Total Philanthropic and Other Support</strong></td>
<td><strong>$11,642</strong></td>
<td><strong>$13,394</strong></td>
</tr>
</tbody>
</table>

### General Information Summary

<table>
<thead>
<tr>
<th></th>
<th>1992</th>
<th>1991</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Patients Discharged</td>
<td>35,372</td>
<td>35,551</td>
</tr>
<tr>
<td>Patient Days of Care Provided</td>
<td>241,712</td>
<td>245,040</td>
</tr>
<tr>
<td>Average Length of Stay</td>
<td>6.8</td>
<td>6.9</td>
</tr>
<tr>
<td>Average Daily Patient Census</td>
<td>662</td>
<td>671</td>
</tr>
<tr>
<td>Volunteer Hours Donated</td>
<td>75,978</td>
<td>73,758</td>
</tr>
</tbody>
</table>

### Selected Diagnostic and Therapeutic Services

<table>
<thead>
<tr>
<th></th>
<th>1992</th>
<th>1991</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cardiology Procedures (Total)</td>
<td>44,540</td>
<td>48,215</td>
</tr>
<tr>
<td>Catheterization (Total)</td>
<td>3,795</td>
<td>3,418</td>
</tr>
<tr>
<td>Coronary angiography</td>
<td>2,758</td>
<td>2,448</td>
</tr>
<tr>
<td>PTCA</td>
<td>1,017</td>
<td>970</td>
</tr>
<tr>
<td>EKG</td>
<td>36,290</td>
<td>40,422</td>
</tr>
<tr>
<td>Electrophysiology</td>
<td>1,012</td>
<td>931</td>
</tr>
<tr>
<td>Holter Monitor</td>
<td>1,300</td>
<td>1,291</td>
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<tr>
<td>Stress Testing</td>
<td>2,143</td>
<td>2,153</td>
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<tr>
<td>Diagnostic Imaging Procedures (Total)</td>
<td>347,779</td>
<td>339,711</td>
</tr>
<tr>
<td>CT Scan</td>
<td>19,083</td>
<td>18,243</td>
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<tr>
<td>MRI</td>
<td>9,632</td>
<td>8,699</td>
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<tr>
<td>Nuclear Medicine</td>
<td>14,697</td>
<td>14,374</td>
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<tr>
<td>Ultrasound</td>
<td>26,132</td>
<td>25,819</td>
</tr>
<tr>
<td>X-ray</td>
<td>278,235</td>
<td>272,576</td>
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<tr>
<td>Laboratory Procedures (Total)</td>
<td>3,447,076</td>
<td>3,740,024</td>
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<tr>
<td>Blood Bank</td>
<td>430,954</td>
<td>417,337</td>
</tr>
<tr>
<td>Clinical Chemistry</td>
<td>2,185,340</td>
<td>2,168,706</td>
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<tr>
<td>Hematology</td>
<td>594,617</td>
<td>900,323</td>
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<tr>
<td>Immunology</td>
<td>87,033</td>
<td>99,080</td>
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<tr>
<td>Microbiology</td>
<td>144,697</td>
<td>150,381</td>
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<tr>
<td>Pheresis Transfusion Center</td>
<td>4,435</td>
<td>4,197</td>
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<tr>
<td>Radiation Therapy Treatments</td>
<td>39,364</td>
<td>33,707</td>
</tr>
<tr>
<td>Rehabilitation Services Treatments</td>
<td>48,187</td>
<td>48,727</td>
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<tr>
<td>Respiratory Therapy Treatments</td>
<td>277,716</td>
<td>274,931</td>
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<tr>
<td>Surgery (Total)</td>
<td>17,407</td>
<td>17,257</td>
</tr>
<tr>
<td>Inpatient Cases</td>
<td>10,105</td>
<td>10,080</td>
</tr>
<tr>
<td>Outpatient Cases</td>
<td>7,302</td>
<td>7,177</td>
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### Outpatient Clinic Visits

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<thead>
<tr>
<th>Service</th>
<th>1992</th>
<th>1991</th>
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</thead>
<tbody>
<tr>
<td>Primary Care Center</td>
<td>31,239</td>
<td>30,477</td>
</tr>
<tr>
<td>Women’s Center</td>
<td>38,247</td>
<td>33,971</td>
</tr>
<tr>
<td>Medicine</td>
<td>49,770</td>
<td>48,204</td>
</tr>
<tr>
<td>Ophthalmology</td>
<td>18,337</td>
<td>17,116</td>
</tr>
<tr>
<td>Surgery</td>
<td>15,334</td>
<td>16,004</td>
</tr>
<tr>
<td>Pediatrics</td>
<td>17,849</td>
<td>17,386</td>
</tr>
<tr>
<td>Dermatology</td>
<td>27,587</td>
<td>25,232</td>
</tr>
<tr>
<td>Otolaryngology</td>
<td>11,512</td>
<td>9,639</td>
</tr>
<tr>
<td>Orthopedic</td>
<td>15,163</td>
<td>15,398</td>
</tr>
<tr>
<td>Dental</td>
<td>5,017</td>
<td>5,423</td>
</tr>
<tr>
<td>Urology</td>
<td>6,731</td>
<td>5,884</td>
</tr>
<tr>
<td>Psychiatric</td>
<td>2,295</td>
<td>2,273</td>
</tr>
<tr>
<td><strong>Total Outpatient Clinic Visits</strong></td>
<td>239,081</td>
<td>227,007</td>
</tr>
<tr>
<td>Emergency Services</td>
<td>68,533</td>
<td>69,826</td>
</tr>
<tr>
<td>Personnel Health</td>
<td>11,374</td>
<td>10,479</td>
</tr>
<tr>
<td><strong>Total Outpatient Visits</strong></td>
<td>318,988</td>
<td>307,312</td>
</tr>
</tbody>
</table>

### Inpatient Statistics (Discharges)

<table>
<thead>
<tr>
<th>Service</th>
<th>1992</th>
<th>1991</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adults</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Medical</td>
<td>17,884</td>
<td>18,084</td>
</tr>
<tr>
<td>Surgical</td>
<td>8,130</td>
<td>7,973</td>
</tr>
<tr>
<td><strong>Total Adults</strong></td>
<td>26,014</td>
<td>26,057</td>
</tr>
<tr>
<td>Pediatrics</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Medical</td>
<td>3,548</td>
<td>3,096</td>
</tr>
<tr>
<td>Surgical</td>
<td>875</td>
<td>1,233</td>
</tr>
<tr>
<td><strong>Total Pediatrics</strong></td>
<td>4,423</td>
<td>4,329</td>
</tr>
<tr>
<td><strong>Total Newborn</strong></td>
<td>4,935</td>
<td>5,165</td>
</tr>
<tr>
<td><strong>Total Inpatient</strong></td>
<td>35,372</td>
<td>35,551</td>
</tr>
</tbody>
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| Courtesy | 99 |
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<td>Building for Health Campaign</td>
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<td>Other Programs</td>
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