Dedication Yale-New Haven Hospital 1993 Annual Report

Yale-New Haven Hospital
Dedication

Yale-New Haven 1993 Annual Report
Contents

Annual Report 1
Year-end Message 14
Comparative Statistics 18
The Hospital's Family 22
The Hospital's Friends 33
"May the miraculous power of human love and compassion transform this building of stone and steel into a living and caring community that will be, to every girl and boy, every woman and man who enters herein, a source of hope that life may be lived in the fullness of time and in the abundance of possibilities."

Rev. Robert Morgan, Director, YNHH Religious Ministries

The words of a simple prayer at the June 25 dedication of the Children's Hospital at Yale-New Haven captured the sentiments of many patients, friends and family of Yale-New Haven. This has been a year of change for the hospital. With the opening of a new entrance, atrium and Children's Hospital, YNHH presented a new face. Outside, a building was dedicated. But inside and unchanged were the timeless mission of care, the faithful dedication of caregivers and the enduring hope of patients.
“Human love and compassion…” ~ Before the dedication, before the doors even opened, people spoke about the caring place. ~ A young man, whose childhood had been racked with pain, spoke from his heart, calling the hospital his “second home.” Taft Johnson, 21 years old and physically challenged by the devastation of juvenile rheumatoid arthritis, said, “I’ve been a patient here for 14 years, and I can honestly say today is a great day for me to see this Children’s Hospital.” ~ A young girl, blessed with health, stood on her tiptoes to convey a message from other healthy children, a plea “to help sick children find a bit of faith.” Said Kristen Belanger, age 12, “This is a place made for courage, a place to get well.” ~ A young mother, whose premature daughter had been discharged from the hospital’s newborn special care unit eight years ago, said, “It’s not often you get to see a dream come true.” Carolyn Carpino spoke of the differences between the old unit and the new, the old building and the new. “These changes are not just niceties; they are essential in helping families cope with what may be the most traumatic experience in their lives.”
"This building of stone and steel...

The doors did open, in an environment of political, physical and operational change in health care. New doors to a new entrance, a new atrium and a new Children’s Hospital. An old place looked new and different. But inside, the values of patient care were unchanged. Inside were many of the same familiar faces. People—both patients and caregivers—felt a sense of turbulence as the whole nation talked about major health care reform. But still, a doctor in the emergency room gave orders, a nurse with a stethoscope around her neck gently lifted a patient, an anesthesiologist scrubbed up, a lab tech labeled a specimen, and somewhere a child was crying. There was work to be done. The same work has been done at Yale-New Haven since the first doors opened in 1826. In old buildings and new, during times of peace and war, amidst change and reform, the sick need a place of healing.
"A living and caring community..." Some things never change.

Though the hospital's doors are new, they still swing both ways.

People come into the hospital, the hospital goes out to the community. Inside and out, the battles are ongoing—against cancer, heart disease, infant mortality, Alzheimer's, AIDS, tuberculosis.

The foot soldiers are nurses, doctors, researchers, therapists, social workers, technicians. They are not always victorious, but each battle is momentous. With their children suffering from lead poisoning, a family needs to move out of their lead-infested house.

Where to go? The hospital joins other community neighbors to design a health shelter for treatment and temporary housing.

People care. A hospital outreach worker drives down Congress Avenue, turning onto a side street where a young, pregnant woman waits for her, for the help she needs for her unborn baby. There is a lecture in an auditorium, a concert at a church on the New Haven Green, a health fair in a parking lot, a ball at the Lawn Club, a reading program at a local school, a blood drive, a food drive, a clothing drive. The hospital reaches many places, touches many lives. There are needs to be met; not all of them are medical. There is work to be done.
This was an exciting year for children, even sick children.

Generous people brought fun and adventure to the new hospital. Girls and boys smiled at the fish tank in admitting... at the toy train in the lobby... at miniature Porsche race cars on the ceiling of the pediatric specialty center... at the toy closets... and perhaps most of all, at Dr. Babar, the six-foot, 398-pound LEGO® elephant in the atrium. ~ Men and women, too, came to the new building for their care—cardiothoracic intensive care, oncology care, gynecology/surgery, labor and delivery. Yale-New Haven became less intimidating and more friendly. The hospital now had physical facilities to match its far-reaching reputation. The second phase of the facilities renewal project began during the summer—to renovate the 40-year-old Memorial Unit, renamed the East Pavilion, to convert all three- and four-bed rooms to singles and doubles, expand the ambulatory surgery center and make other improvements. Other areas also underwent renovation this year: the Primary Care Center, the Geriatric Assessment Center, the WIC clinic, the Dana and Hunter entrances.
"A source of hope that life may be lived..." ~ Life often begins at the hospital, life sometimes ends there. ~ Although a wonderfully sophisticated and rather expensive field has grown around health care, and the system has become terribly complex, the concept is simple: Cure disease, repair injury, fix the damage, restore health, prevent illness, ease pain and sustain life. Medical specialties developed: anesthesiology, dermatology, diagnostic imaging, internal medicine, neurology, obstetrics and gynecology, orthopedics, pediatrics, psychiatry, surgery, and others. The departments are numerous; their subspecialties more so. ~ And while we, as a society, have not entirely figured out how to provide and pay for the health care that is available, that care is good. Within those many departments and offices, new buildings and old, are trained and talented and caring people whose job it is to find "a source of hope that life may be lived..."
"In the fullness of time and in the abundance of possibilities." ~ For Yale-New Haven, this was a year of both celebration and change.

Some changes were invisible. To strengthen itself for national health care reform, the hospital began to restructure itself. With the patient as the focal point, YNHH planned a reorganization to improve the efficiency, the cost, and most of all, the quality of patient care. ~ For each patient, the fullness of time and the abundance of possibilities vary. For Taft Johnson, it meant walking, with two replaced hips. At his own high school graduation, after years of relying on wheelchair assistance, Taft heard what must have sounded like deafening applause when he walked, painfully slowly, but on his own, across the stage to accept his diploma. ~ For Carolyn Carpino, it means having a healthy 8-year-old daughter named Cameron, a child whose possibilities might have been quite different at another time, in another place.

~ Complete health is not possible for everyone. But every patient has some "fullness of time and abundance of possibilities."

In the search for health, we seek to maximize the possibilities and achieve the utmost quality in each patient's time. And in the search for health, we find dedication.
A Year of Change

For Yale-New Haven Hospital, 1993 was very much a year of celebration and change, hope and anticipation, new faces and a new look to a familiar place. It was also a year of extraordinary change for the overall health care industry. President Clinton’s health care reform plan made its debut, and providers, insurers and consumers all began to anticipate what impact reform would have on each.

The fact that we need reform is universally accepted; how to formulate and implement reform is the challenge. Rather than passively waiting for a final reform mandate, YNHH took an active role: re-evaluating and changing operating practices to enhance the patient care experience in a less costly environment; fortifying its financial foundation and physical facilities; extending managed care affiliations; and pursuing components of an integrated delivery system. YNHH made a unequivocal decision to shape, rather than wait for the future.

A Changing Place

The most visible changes at Yale-New Haven were physical — the Children’s Hospital, a new hospital entrance and atrium. To the public, YNHH presented a new face: a main entrance at 20 York Street, leading directly into a beautiful atrium and the three inpatient buildings — the Memorial Unit, now renamed the East Pavilion; the South Pavilion (formerly the “new facility”) and the West Pavilion or the Children’s Hospital.

YNHH’s Children’s Hospital provides a new focus, and a warmer, more attractive environment that is more comfortable, friendlier and easier to navigate. With the second phase of the facilities renewal project — renovations in the East Pavilion and portions of the South Pavilion — in full swing, YNHH now has facilities that match its talent and reputation. All three- and four-bed rooms are being converted to singles and doubles, and the ambulatory surgery center is being expanded and being integrated with the inpatient operating rooms.

The hospital was changing inside as well as out. In March of 1993, YNHH began an initiative called Patient Focused Operational Redesign (PFOR) to improve the service, quality and cost-effectiveness of patient care. Studies have shown that at large hospitals such as YNHH, a patient interacts with an average of 55 caregivers during a week’s stay. After the implementation of PFOR changes, that number should drop to about 15 — and represent less confusing, less fragmented delivery of patient care.

With input from hundreds of employees — from physicians and nurses to unit service managers and housekeepers — YNHH is developing a case management model of patient care delivery. In this model, the patient is cared for by an integrated team of professionals and support staff, trained to provide a variety of services tailored to the particular patient’s needs. In addition to the physician, a key team member would be the care coordinator, who would follow the patient through the entire hospital stay to expedite all services. The next phase of PFOR will look at ways to implement this new patient care delivery model.

The development of a broader ambulatory care network in the hospital’s primary service area has been enhanced with YNHH’s accepted offers to acquire four of the Temple Medical Center central facilities: Temple Radiology, Temple Women’s Center, Temple Surgical Center and Freedman and Associates Nuclear Medicine at the Temple site. The logic of developing sound networks of related medical services was an obvious opportunity for YNHH, especially in light of impending reform that would accent such affiliations. Serious negotiations took place over the course of 1993, with expectations that the acquisitions will be completed in 1994.

Changing Faces

Faces too were changing at Yale-New Haven and its partner, Yale University. With regret, the hospital accepted the resignation of Dr. John E. Fenn, who has been affiliated with the medical center for 42 years, as a student, resident, surgeon, associate chief of surgery, and chief of staff.
YNHH welcomed Yale University’s new president, Richard C. Levin, and new secretary, Linda Koch Lorimer, both of whom serve as members of the YNHH Board of Trustees. After a long national search, Dr. Ronald C. Merrell was recruited from the University of Texas as the new chief and chairman of the department of surgery at the hospital and the medical school. The Yale Cancer Center gained new leadership, too, in the appointment of Dr. Vincent T. DeVita, former director of the National Cancer Institute.

Clinical Changes
Many clinical programs continued to grow and/or change in light of anticipated changes in demand and utilization. A second linear accelerator was installed in the therapeutic radiology department. YNHH finally received approval from the Commission on Hospitals and Health Care to serve as the gateway for all qualified patients (primarily for cardiac, oncology and neurological diagnostic services) to access the PET Scanning Center at the Veterans Affairs Medical Center in West Haven, one of the few in the Northeast. YNHH’s 14-bed hemodialysis service was sold to the REN Corporation of Nashville, Tennessee, who will develop and manage a 24-station chronic dialysis facility at the Lee High School site. This will provide dialysis services to more patients while allowing YNHH to reduce significant operating expenses.

The new computerized Clinical Care Support System (CCSS) was successfully implemented on 32 of the hospital’s 40 patient care units (in surgery, obstetrics/gynecology and medicine), with the psychiatric and pediatrics services slated to be on-line shortly, plus eight new clinical information work stations were installed in the hospital for clinicians. The YNHH bone marrow transplantation program will be augmented by an autologous/stem cell collection program which may be offered in 1994 on the new oncology floor of the West Pavilion. A new Women’s Health Initiative at Yale was launched to coordinate the often fragmented health care women receive.

With 35,579 discharges in 1993, inpatient volume was higher than last year and slightly ahead of predictions, although there were significant service-specific variances, with the department of medicine experiencing the largest increase in inpatient volume. As in 1992, inpatient surgical cases decreased and ambulatory surgery usage increased, reflecting a national trend. And again, the number of outpatient visits to both hospital-based and faculty practice plan clinics were higher than last year. Emergency Department visits, too, were higher than 1992, and also reflected a higher acuity. The case mix index—a measurement of the acuity of patient illness—continued to increase and length of stay decreased, indicating that although patients are sicker, services are being provided in a shorter period of time.

Financial Performance
The hospital’s 1993 operating gain was about $1.6 million, comparable to last year’s. Strong demand for inpatient services, a higher than budgeted case mix, a shorter length of stay, and increased staff efficiency helped create the positive financial performance. Non-operating earnings of about $5 million were realized from unrestricted endowment funds and short-term investments of cash. Overall, non-operating revenue dropped slightly from 1992 levels, because over 20 percent of the new Children’s Hospital was funded by equity and cash reserves in 1993, but that plan cut down tremendously on debt and interest, saving almost $2.5 million each year.

The combination of positive operating and non-operating gains provided YNHH with about the same bottom-line performance as the past several years, which will be an asset as we enter the what is sure to be the most turbulent three to five years in the history of health care financing. The hospital completed a $10 million budget reduction for 1994, as part of a four-year, $40 million permanent operating budget reduction, which is being guided by the PFOR process and which will help YNHH be more competitive in a managed care-oriented, price-driven market.

Operating cost reductions and prudent investments were buoyed by a successful fundraising campaign, Building for Health, launched in October 1991, is well on its way toward its goal of $11.5 million, including a prestigious $750,000 challenge grant from the Kresge Foundation.

The Hospital’s Community
The opening of the new Children’s Hospital generated an unsurpassed level of visibility and community involvement. YNHH embarked on a marketing and promotional program to build public awareness.

A groundswell of community support aided the formal efforts. Children’s Day, co-sponsored by the Friends of the Children’s Hospital, attracted thousands to Edgewood Park in May. An elegant Storybook Ball at the New Haven Lawn Club in June raised awareness and funds for the Children’s Hospital. An international children’s art exhibition called Tales of Courage brought beauty to the hospital as well as the healing effects of art to contributors and viewers alike.
Outreach efforts were not limited to the Children’s Hospital, however. In its ongoing effort to improve child health and reduce infant mortality in New Haven, a new YNHH maternal child health program, Me and My Baby, made inroads in reducing barriers to prenatal care for pregnant women, using outreach workers, incentives and a case management approach to help women obtain the care they need for themselves and their children.

Yale-New Haven and the School of Medicine joined forces with the city health department to form the New Haven Coalition to Eliminate Tuberculosis, in an effort to contain the disease which has made a resurgence in other communities. The hospital persevered in its AIDS outreach efforts, as well, developing a plan to support nursing home beds as an alternative for hospitalized AIDS patients and to support community agencies that would offer non-hospital alternatives for AIDS care.

A Source of Hope

For Yale-New Haven, 1993 was a year which saw strong financial performance, a major upgrade in facilities, significant accomplishments in patient care delivery, clinical services and special projects. The immutable axis amidst the climate of change was the continued emphasis on quality of care. In addition to PFOR initiatives, which are guided by an overriding premise of improved care, major components of the hospital’s Quality Improvement Plan were implemented this year—focusing on diagnostic imaging, labor and delivery, obstetrics and operating room efficiency.

These and other initiatives were well recognized when the Joint Commission on Accreditation of Health Care Organizations (JCAHO) spent six days at YNHH in September, reviewing hospital policies, performance standards and compliance in its triennial review process. The hospital was granted a full, three-year accreditation.

This was a year of many challenges and successes, and it was a year of fun. It contained the exotic, the whimsical, the routine and the innovative. There was an excursion to the mid-East as the government of Saudi Arabia invited YNHH administrators and pediatric and obstetric experts to consult with them on the development, staffing and operation of their new children’s hospital, as well as to review components of their national health care plan.

All sorts of adventures came with the opening of the Children’s Hospital—a model toy train in its lobby... miniature Porsche race cars on the ceiling of the Pediatric Specialty Center... six Toy Closets stocked with toys for pediatric patients... and a three-day dedication attended by over 10,000 members of the hospital’s family and the community. Whimsy came into the hospital’s atrium in the form of a giant Babar the elephant model—over six-feet tall, weighing in at 398 pounds and comprised of thousands of tiny interlocking LEGO® bricks. Babar, a gift of LEGO Systems, was dedicated to the Babar author and illustrator Laurent de Brunhoff, who presented an original watercolor of “Dr. Babar” to the Friends of the Children’s Hospital.

The extraordinary celebration of the Children’s Hospital opening did not preempt attention to the more routine issues. Solutions to the ever-present problem of parking continued to be worked out this year. These included the last phase of the Air Rights Garage reconstruction, the relocation of employee parkers to local lots so that the public would have more access to the garage; increased pediatric patient and visitor parking in the underground Children’s Hospital garage; and a new valet parking program, focused on maternity, preadmission and ambulatory surgery patients.

However, the most far-reaching enterprise of the year—though perhaps least perceptible at this stage—was the major restructuring initiative to improve the quality of care and reduce costs. Those oft-repeated four letters, PFOR, were both a symbol of change and a source of hope. PFOR is expected to permanently reduce $40 million from the hospital’s budget base. PFOR, although a difficult process, has been a practical mental exercise that has challenged the institution to re-examine its values, reduce its costs, and determine what is absolutely essential for patient care. Not only is PFOR re-shaping the hospital for the future, it is propelling YNHH into a leadership position in the national health care reform movement.

Yet amidst this climate of political, physical and operational change, our basic philosophy of patient care has not changed. The place may look new and different in many respects, but this is the same Yale-New Haven that has served patients since 1826, with the same values and missions. Indeed, Yale-New Haven has held fast to its purpose—from its original incorporation in 1826 to the dedication of its Children’s Hospital in 1993—to serve as “a living and caring community that will be, to every girl and boy, every woman and man who enters herein, a source of hope that life may be lived in the fullness of time and in the abundance of possibilities.”
Comparative Statistics &
The Hospital's Family
## Comparative Statistics

### Balance Sheet General Fund

<table>
<thead>
<tr>
<th>YEAR ENDED SEPTEMBER 30 ($000 OMITTED)</th>
<th>1993</th>
<th>1992</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current Assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash</td>
<td>7,267</td>
<td>7,1348</td>
</tr>
<tr>
<td>Marketable Securities</td>
<td>69,983</td>
<td>52,205</td>
</tr>
<tr>
<td>Accounts Receivable (Net)</td>
<td>71,651</td>
<td>58,299</td>
</tr>
<tr>
<td>All Other Current Assets</td>
<td>18,122</td>
<td>25,462</td>
</tr>
<tr>
<td><strong>Total Current Assets</strong></td>
<td>167,023</td>
<td>143,314</td>
</tr>
<tr>
<td>Other Assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Property, Plant and Equipment</td>
<td>380,628</td>
<td>230,646</td>
</tr>
<tr>
<td>Less Accumulated Depreciation</td>
<td>130,894</td>
<td>114,492</td>
</tr>
<tr>
<td>Net Property, Plant &amp; Equipment</td>
<td>249,734</td>
<td>116,164</td>
</tr>
<tr>
<td>Construction in Progress</td>
<td>2,532</td>
<td>93,444</td>
</tr>
<tr>
<td>Escrow Funds for Construction</td>
<td>21,005</td>
<td>61,778</td>
</tr>
<tr>
<td>Board Designated Funds for Plant</td>
<td>11,204</td>
<td>10,078</td>
</tr>
<tr>
<td>Improvement and Expansion</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Property, Plant &amp; Equipment</strong></td>
<td>284,475</td>
<td>281,464</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td>$468,629</td>
<td>$438,172</td>
</tr>
</tbody>
</table>

| **Liabilities and Fund Balance**      |      |      |
| Current Liabilities                   |      |      |
| Accounts Payable                      | 22,803 | 22,572 |
| Accrued Expenses                      | 46,097 | 37,703 |
| Due to Third Parties                  | 32,083 | 35,619 |
| Due to Restricted Funds               | 1,208 | 1,049 |
| Current Portion of Long Term Debt     | 2,555 | 2,595 |
| **Total Current Liabilities**         | 104,746 | 99,538 |
| Long-Term Debt, Less Current Portion  | 160,410 | 163,570 |
| Accrued Post Retirement Benefits other than Pensions | 23,565 | 23,310 |
| Deferred Liabilities                  | 44,546 | 26,774 |
| Fund Balance                          | 135,362 | 124,980 |
| **Total Liabilities and Fund Balance** | $468,629 | $438,172 |
## Comparative Statistics

Summary Statement of Operating Revenues and Expenses

<table>
<thead>
<tr>
<th>Year Ended September 30 ($000 Omitted)</th>
<th>1993</th>
<th>1992</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>$230,134</td>
<td>$209,358</td>
</tr>
<tr>
<td>Special Services-Inpatients</td>
<td>257,517</td>
<td>234,600</td>
</tr>
<tr>
<td>Outpatients</td>
<td>81,649</td>
<td>71,648</td>
</tr>
<tr>
<td>Emergency Services Patients</td>
<td>16,474</td>
<td>15,894</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>585,774</td>
<td>531,300</td>
</tr>
<tr>
<td><strong>Deductions</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Federal and State Government Discounts</td>
<td>168,926</td>
<td>143,955</td>
</tr>
<tr>
<td>Other Insurance Companies Discounts</td>
<td>20,716</td>
<td>17,285</td>
</tr>
<tr>
<td>Free Care and Uncompensated Services</td>
<td>16,811</td>
<td>18,238</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>206,453</td>
<td>179,478</td>
</tr>
<tr>
<td><strong>Net Revenue from Services to Patients</strong></td>
<td>379,321</td>
<td>351,822</td>
</tr>
<tr>
<td><strong>Operating Expenses</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries</td>
<td>181,606</td>
<td>171,471</td>
</tr>
<tr>
<td>Supplies and Other Expenses</td>
<td>172,093</td>
<td>159,779</td>
</tr>
<tr>
<td>Depreciation</td>
<td>17,148</td>
<td>14,279</td>
</tr>
<tr>
<td>Interest</td>
<td>4,879</td>
<td>2,833</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>375,726</td>
<td>348,362</td>
</tr>
<tr>
<td>Operating Gain before Extraordinary Items</td>
<td>3,595</td>
<td>3,460</td>
</tr>
<tr>
<td>Extraordinary Items*</td>
<td>0</td>
<td>(23,512)</td>
</tr>
<tr>
<td><strong>Available for Debt and Capital Needs</strong></td>
<td>3,595</td>
<td>(20,052)</td>
</tr>
<tr>
<td>Debt Repayment</td>
<td>(3,200)</td>
<td>(2,135)</td>
</tr>
<tr>
<td><strong>Balance for Equipment Replacement and New Technology</strong></td>
<td>$395 ($22,187)</td>
<td></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 ($000 Omitted)</th>
<th>1993</th>
<th>1992</th>
</tr>
</thead>
<tbody>
<tr>
<td>Charitable Contributions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Medical Equipment Fund</td>
<td>$ 406</td>
<td>$ 441</td>
</tr>
<tr>
<td>Construction and Renovation Fund</td>
<td>3,374</td>
<td>2,844</td>
</tr>
<tr>
<td>Fund for Care of the Indigent</td>
<td>302</td>
<td>307</td>
</tr>
<tr>
<td>Other Gifts</td>
<td>3,086</td>
<td>3,285</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>7,168</td>
<td>6,877</td>
</tr>
<tr>
<td>Income and Appreciation on Invested Funds</td>
<td>12,531</td>
<td>8,357</td>
</tr>
<tr>
<td><strong>Total Philanthropic and Other Support</strong></td>
<td><strong>$19,699</strong></td>
<td><strong>$15,234</strong></td>
</tr>
</tbody>
</table>

### General Information Summary

<table>
<thead>
<tr>
<th></th>
<th>1993</th>
<th>1992</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Patients Discharged</td>
<td>35,579</td>
<td>35,372</td>
</tr>
<tr>
<td>Patient Days of Care Provided</td>
<td>236,031</td>
<td>241,712</td>
</tr>
<tr>
<td>Average Length of Stay</td>
<td>6.7</td>
<td>6.8</td>
</tr>
<tr>
<td>Average Daily Patient Census</td>
<td>647</td>
<td>662</td>
</tr>
<tr>
<td>Volunteer Hours Donated</td>
<td>70,688</td>
<td>75,978</td>
</tr>
</tbody>
</table>

### Selected Diagnostic and Therapeutic Services

<table>
<thead>
<tr>
<th>Service</th>
<th>1993</th>
<th>1992</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cardiology Procedures (Total)</td>
<td>42,695</td>
<td>44,540</td>
</tr>
<tr>
<td>Catheterization (Total)</td>
<td>3,767</td>
<td>3,795</td>
</tr>
<tr>
<td>Coronary angiography</td>
<td>2,706</td>
<td>2,758</td>
</tr>
<tr>
<td>PTCA</td>
<td>1,061</td>
<td>1,037</td>
</tr>
<tr>
<td>EKG</td>
<td>34,326</td>
<td>36,290</td>
</tr>
<tr>
<td>Electrophysiology</td>
<td>915</td>
<td>1,012</td>
</tr>
<tr>
<td>Holter Monitor</td>
<td>1,394</td>
<td>1,300</td>
</tr>
<tr>
<td>Stress Testing</td>
<td>2,293</td>
<td>2,143</td>
</tr>
<tr>
<td>Diagnostic Imaging Procedures (Total)</td>
<td>357,116</td>
<td>347,779</td>
</tr>
<tr>
<td>CT Scan</td>
<td>18,874</td>
<td>19,083</td>
</tr>
<tr>
<td>MRI</td>
<td>6,891</td>
<td>9,632</td>
</tr>
<tr>
<td>Nuclear Medicine</td>
<td>16,612</td>
<td>14,697</td>
</tr>
<tr>
<td>Ultrasound</td>
<td>25,419</td>
<td>26,132</td>
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<td>X-ray</td>
<td>289,320</td>
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<td>Laboratory Procedures (Total)</td>
<td>3,520,931</td>
<td>3,447,076</td>
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<tr>
<td>Blood Bank</td>
<td>407,473</td>
<td>430,954</td>
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<td>Clinical Chemistry</td>
<td>2,308,741</td>
<td>2,185,340</td>
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<td>Hematology</td>
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<td>594,617</td>
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<td>Immunology</td>
<td>82,037</td>
<td>87,033</td>
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<td>Microbiology</td>
<td>137,639</td>
<td>144,697</td>
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<tr>
<td>Pheresis Transfusion Center</td>
<td>5,469</td>
<td>4,435</td>
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<tr>
<td>Radiation Therapy Treatments</td>
<td>37,262</td>
<td>39,364</td>
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<td>Rehabilitation Services Treatments</td>
<td>45,059</td>
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<td>Respiratory Therapy Treatments</td>
<td>292,666</td>
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<td>Surgery (Total)</td>
<td>17,407</td>
<td>17,407</td>
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<tr>
<td>Inpatient Cases</td>
<td>10,089</td>
<td>10,105</td>
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<tr>
<td>Outpatient Cases</td>
<td>7,318</td>
<td>7,302</td>
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### Outpatient Clinic Visits

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<tr>
<th>Service</th>
<th>1993</th>
<th>1992</th>
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<tbody>
<tr>
<td>Primary Care Center</td>
<td>32,152</td>
<td>31,239</td>
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<tr>
<td>Women's Center</td>
<td>39,132</td>
<td>38,247</td>
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<tr>
<td>Medicine</td>
<td>54,014</td>
<td>49,770</td>
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<tr>
<td>Ophthalmology</td>
<td>18,268</td>
<td>18,337</td>
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<tr>
<td>Surgery</td>
<td>15,305</td>
<td>15,334</td>
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<tr>
<td>Pediatrics</td>
<td>17,033</td>
<td>17,849</td>
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<td>Dermatology</td>
<td>27,327</td>
<td>27,587</td>
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<tr>
<td>Otolaryngology</td>
<td>10,495</td>
<td>11,512</td>
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<tr>
<td>Orthopedic</td>
<td>16,570</td>
<td>15,163</td>
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<tr>
<td>Dental</td>
<td>5,435</td>
<td>5,017</td>
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<td>Urology</td>
<td>5,575</td>
<td>6,731</td>
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<td>Psychiatric</td>
<td>1,913</td>
<td>2,295</td>
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<tr>
<td><strong>Total Outpatient Clinic Visits</strong></td>
<td><strong>243,219</strong></td>
<td><strong>239,081</strong></td>
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<td>Emergency Services</td>
<td>69,081</td>
<td>68,533</td>
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<td>Personnel Health</td>
<td>14,212</td>
<td>11,374</td>
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<tr>
<td><strong>Total Outpatient Visits</strong></td>
<td><strong>326,512</strong></td>
<td><strong>318,988</strong></td>
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### Inpatient Statistics (Discharges)

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<thead>
<tr>
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<th>1993</th>
<th>1992</th>
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<tr>
<td>Adults</td>
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<tr>
<td>Medical</td>
<td>18,099</td>
<td>17,884</td>
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<tr>
<td>Surgical</td>
<td>8,308</td>
<td>8,130</td>
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<tr>
<td><strong>Total Adults</strong></td>
<td><strong>26,407</strong></td>
<td><strong>26,014</strong></td>
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<tr>
<td>Pediatrics</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Medical</td>
<td>3,328</td>
<td>3,548</td>
</tr>
<tr>
<td>Surgical</td>
<td>1,074</td>
<td>875</td>
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<tr>
<td><strong>Total Pediatrics</strong></td>
<td><strong>4,402</strong></td>
<td><strong>4,423</strong></td>
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<tr>
<td>Total Newborn</td>
<td>4,770</td>
<td>4,935</td>
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<tr>
<td><strong>Total Inpatient</strong></td>
<td><strong>35,579</strong></td>
<td><strong>35,372</strong></td>
</tr>
</tbody>
</table>
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Administration

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Senior Vice President
Finance

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Marion Russell
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J. Robert Webb
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Louise Carlin
Gift Shop Co-Chairs
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Edith Berrios

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Lundo Wu

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Shelley H. Trubowitz
Milton Bernard Wallack

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And Gautam
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We wish to express special thanks to the YNHH Auxiliary for its generous support of many areas within the Hospital during 1993 including: Annual Appeal, $21,159; Building for Health Campaign, $108,000; other programs, $20,518; totaling $149,677.

Also listed are those who have been remembered or honored by a gift to the Hospital. Gifts received after September 30, 1993, and many gifts made directly to Hospital departments, are not included in these pages. If we have inadvertently omitted your name or have listed you inappropriately, please accept our sincere apologies and notify us at 785-2141.

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Some of the best gifts are complete surprises. For instance, a giant elephant in the atrium was not part of the original plan for our new Children’s Hospital. It was a gift—from the famous children’s author and illustrator Laurent de Brunhoff, who presented an original watercolor of “Dr. Babar” to the Friends of the Children’s Hospital—and from LEGO Systems, one of the world’s best-known toy manufacturers. The sight of such whimsy has brought wonder and joy to the faces of many a child and smiles to many patients and parents alike. To be sure, Babar was a most unusual gift from some highly creative and compassionate donors. But Yale-New Haven Hospital can attest that many others are capable of such generosity, as shown by the nearly 4,500 friends listed in our 1993 Annual Report. To each of you, we offer our heartfelt thanks.

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