The Face of Medicine The 1997 Yale-New Haven Hospital Annual Report

Yale-New Haven Hospital

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The Face of Medicine

The 1997 Yale-New Haven Hospital Annual Report

agents of change
This year we look at the remarkable changes of the past 10 to 15 years through the voices and faces of patients and care-givers who are part of Yale-New Haven Hospital and its history.

"The three biggest agents of change have been information, technology and medical economics."

Ronald Merrell, M.D., Surgery

"Health care reform, which has been the real phenomenon of the decade, has actually been beneficial to patients. It has allowed us to not only talk about quality of care, but measure quality of care."

Edwin Cadman, M.D., Internal Medicine

"Managed care has really called attention to primary care. Primary care is really a philosophical approach — looking at health care for the individual and the family, as opposed to viewing it as medical care for a sick patient."

Diane Rubeo, R.N., Primary Care Center
try my best
I feel privileged

“I try my best to do my job well because I see how vulnerable patients are. Working at Yale-New Haven is a real learning experience.”

Howard Saroff, Patient Care Associate

“Every single change here has taught me something new and that the patient should be uppermost in my mind. I look at each patient as if he were a family member.”

Kenneth Moore, Clinical Service Coordinator

“I feel privileged to work with people in the health field. I realize they spend quality time here, so I try to keep the environment pleasant, clean and inviting.”

Anthony Daluz, Food & Nutritional Services

“Twenty years ago, I came to volunteer here because I did not want to cease ‘to be.’ And Yale-New Haven has given me the opportunity and the privilege ‘to be.’”

Luisa McCann, Volunteer

a family member
"When I look in my ICU, what do I see? I see more equipment. I see more supplies, bedside cardiac chairs, computers. A few new drugs, a few new computerized tomography machines, a few new immunoassays that can tell us more about cell pathology. But that’s just part of where we’re at in 1997; that’s not what’s keeping people alive in hospitals today. What’s keeping people alive is more acute nursing assessment, planning and patient care."

"Probably the number one thing that’s changed over the last 15 years is that the nursing care in this institution has become more intense. Nurses are expected to know more as they begin their jobs. Nurses are expected to have lifelong learning. What we have here and what we need to be very proud of is exquisite nursing care."

Bertie Chuong, R.N., Medical Nursing
“We seldom stop to think how many people’s minds are entwined with our own. It’s a form of selfishness to imagine that every individual can operate on his own or can pull out of the general stream and not be missed.”

Colleen Renee Estes, Social Work Associate
advanced operations

"The environment here at Yale-New Haven permits the most advanced operations and techniques in medicine. There is literally no technique in cardiothoracic surgery that is not practiced superbly at Yale-New Haven. And I am sure that's true in other areas. That is due, not only to the physicians and the faculty, but also the hospital which provides the environment, the latest technical support and continuing improvements in the operating room. Then, by being here all the time, the residents allow the most complex patients to be operated on and cared for. And the nurses at the bedside. The patients don't realize that without the residents and the nurses, it wouldn't be possible to perform these advanced procedures."

John Elefteriades, M.D., Cardiothoracic Surgery

"When we have high quality students and residents around us, who question and probe and challenge us, we work harder and it keeps us very sharp. That constant re-examining is essential to our institution."

Leo Cooney, Jr., M.D., Geriatrics

"You've heard about the paperless chart and the electronic medical record? Some day when they make rounds, interns and residents will be able to see me, talk to me, see x-rays, clinical information, everything, on a screen in the palm of their hand. That is no longer a dream. It is already beginning in diagnostic radiology."

Bruce McClennan, M.D., Diagnostic Imaging
simple geography
the Children’s Hospital

“Part of our success and progress has to do with simple geography — how we have grown at this location and continually updated our facilities — the construction of the 1982 South Pavilion and the Children’s Hospital — that has helped shape how we work.”

Leo Cooney, Jr., M.D., Geriatrics
"My work is like sculpting. It's hands-on. I like to take things apart — get inside and mold them back together — all for the benefit of someone who is ill. But the field is constantly changing so it's important to have updated education and training."

Ann Alessi, Medical Engineering Technician

"Over time, the technology has advanced so much. A medical technologist needs a computer background today. We treat everything equally and confidentially. Each sample has a unit number and a laboratory I.D. number. Although the techs just see numbers, they're very aware that behind every number is the face of a patient."

Denise Fiore, Laboratory Medicine

"Through the 1980s, technology was roundly criticized. It seemed like every technological improvement further separated us from our patients. That's changing. Technology is no longer seen as divisive, but as facilitating. Technology enhances the electromechanical interface that joins physicians to patients — the therapeutic bond."

Ronald Merrell, M.D., Surgery
joy of medicine

“The joy of medicine is still the privilege to take care of one patient at a time. But today the privilege accrues to the physician to be part of a system that works and can do so very much more for patients.”

Ronald Merrell, M.D., Surgery

“This hospital has been a pioneer in the whole area of physical medicine and rehabilitation services. The rehabilitation of an injured or disabled patient is a major effort worth noting. Rehabilitation has really evolved into a multi-dimensional discipline that has major impact for individual patients and their families.”

Rex Mahnensmith, M.D., Nephrology

“Technology has affected where we practice medicine. At the beginning of this century, medicine was largely practiced in the home. The mobile element was the physician. Then it moved almost exclusively to physicians’ offices and hospitals. But over the last 15 years, the practice of medicine has not been restricted to the complex medical center. Medicine doesn’t have to be a destination because of the precious resource of technology. It’s moving into ambulatory settings and it’s going back home.”

Ronald Merrell, M.D., Surgery

“The Yale-New Haven Children’s Hospital has been a big boon to the community, a valuable asset to the whole area. It has become a focal point for excellence in children’s care and pediatric research. The evolution of the pediatric emergency room has been a tremendous benefit, and there is outstanding pediatric subspecialty support available to the community pediatricians.”

Joseph H. Zelson, M.D, Pediatrics
“Yale-New Haven is unique in so many ways. Part of the excitement of a place like this is that we do not just take somebody else’s solution and apply it here. We create our own solutions, research them, write about them and teach them. Pick any mission that we have, and we will be able to do it and do it better. As long as the health system’s healthy, we will keep our patients healthy. It is a wonderful symbiosis to partake in.”

Bruce McClennan, M.D., Diagnostic Imaging

“The focus on outcomes in an institution like this and the research that produces those outcomes has just been an incredible, incredible change. We try to determine what really makes a difference.”

Sue Fitzsimons, R.N., Ph.D., Patient Services

“There have been a lot of technical and pharmaceutical advances in the last decade that have moved organ transplants from the realm of experimental to the routine. We have better understanding of immunology and how to selectively suppress certain aspects of the immune system so that organs aren’t rejected. And it’s not just kidneys, now, but livers, hearts, lungs, pancreases — many more organs.”

Edwin Cadman, M.D., Internal Medicine
“Patients may not understand that they’re having an influence, but they’re really beginning to have a major impact in health care.”

**Edwin Cadman, M.D., Internal Medicine**

“The acuity of patients in the hospital has greatly increased. The number of acute care and critical care beds used to be just a small percentage of the total — now it’s anywhere from 20 to 50 percent, depending on the hospital. That’s a very profound change.”

**John Schriver, M.D., Emergency Department**

“People who choose medicine or nursing usually choose it for the right reasons. They are the true caretakers. Why do they do it? They’re certainly not in it for the glory or the glamour. I think there’s a passion for patients and for the human condition. That’s what we’re about.”

**Sue Fitzsimons, R.N., Ph.D., Patient Services**

“Medicine is the great profession still.”

**John Schriver, M.D., Emergency Department**
Yale-New Haven Hospital (YNHH) demonstrated strong clinical and operational performance during fiscal year 1997. For the second consecutive year, the hospital served a record-high number of patients. In addition to strong inpatient and outpatient volume, financial performance also remained positive, despite decreased payments from the government and managed care companies, as a result of effective cost containment efforts.

Several key market forces continued to shape the delivery and financing of health care this year. Approximately 60 percent of the employed population in the United States — 51 million people — are now enrolled in managed care. Connecticut remains one of the top 10 states in terms of percentage of the population enrolled in managed care — 44 percent, up from 20 percent in 1994. Nationwide, managed care continues to reduce inpatient hospital utilization and length of stay.
Overall, the health care marketplace remains tumultuous. Medicaid reimbursements to hospitals have been reduced and Medicare rates are frozen. Fragmented health insurers are consolidating, and hospitals are joining or forming comprehensive health delivery systems. Recognizing that it could not operate as a stand-alone provider institution, Yale-New Haven Hospital built strong relationships within its own vertical network in New Haven, and led the development of the Yale New Haven Health System (YNHHS) from which it has derived significant benefits.

The Face of Patient Care

Despite the constraints of managed care, YNHH continued its commitment to offering advanced and innovative patient services, including key clinical programs, new technology and recruitment of top-notch leadership. Some notable enhancements were: the introduction of heart reduction surgery; a new mobile mammography van; a new Chest Pain Center in the emergency department to improve the care of heart attack patients; national designation as a Blue Cross/Blue Shield Center of Excellence for YNHH’s heart failure program; expanded stem cell transplantation capabilities; enhanced burn services through the YNHH Bridgeport Burn Treatment Consortium; and the creation of a full service department of neurosurgery.

In addition to clinical service enhancements, YNHH continued efforts to provide patients with support and amenities to make their hospitalization a more positive experience — ranging from an expanded patient interpreter program to a new decedent affairs office for families in bereavement. A delightful addition this year was the Big Apple Circus Clown Care Unit*, whose clowns bring laughter and smiles to pediatric patients, parents and staff in the Children’s Hospital three days a week with juggling, mime, magic and music.

Focus on Quality

The hospital intensified its quality improvement efforts, guided by patient satisfaction surveys and continuous clinical evaluations of services. The increasingly active Center for Outcomes Research and Evaluation (CORE) worked to improve patient care and outcomes by providing information about the quality and efficiency of health care from the perspectives of patients, caregivers and payers.
Over the past year, YNHH developed additional clinical pathways to help ensure that the quality of care at YNHH remains consistently high. Clinical pathways for 44 diagnoses — representing approximately 70 percent of all YNHH discharges — have now been implemented. To date, 16 of these pathways have been rewritten in lay-language to more effectively educate and include patients and families in the key features of the hospital experience.

**Controlling Costs**

Cost control initiatives complemented the enhanced quality improvement efforts. A hospital-wide effort, Managing to the Market, was implemented to reduce or reallocate $45 million in expenses by the beginning of fiscal year 2000. Since 1994, cumulative expense increases have been contained to 4.6 percent. As a result of cost control efforts and shorter lengths of stay, the cost of a patient stay at YNHH today is actually lower than it was in 1994.

The hospital has made a major investment in its information systems, including continual upgrading of its clinical information systems and a new patient registration and accounting system that will replace the existing 20-year-old computer system. Yale New Haven Health also received approval from the Office of Health Care Access to proceed with the development of the state's first comprehensive health information network, which will electronically link all of the System's components as well as other institutional providers.

**The Hospital Family**

To continue the important contribution of the governing body and senior management of Yale-New Haven Hospital both groups were renewed through key appointments. R. Nelson Griebel, president of BankBoston Connecticut, and Henry K. Yaggi, III, president and general manager of WTNH-TV, were elected to the YNHH Board of Trustees. Patricia Sue Fitzsimons, R.N., Ph.D., formerly senior vice president at Miami Valley Hospital in Dayton, Ohio, became senior vice president, patient services. Kyle L. Ballou, previously vice president for public policy for Fleet Bank in Hartford, was appointed administrative director for community and government relations. Clayton A. Medeiros was appointed senior vice president for system development of Yale New Haven Health System and senior vice president for planning and marketing at Yale-New Haven Hospital. In addition, Gayle L. Capozzalo joined the Yale New Haven Health System as executive vice president for strategy and system development and Mark L. Andersen was recruited as senior vice president for information systems and chief information officer.

YNHH continues to invest in its most valuable resource — the employee workforce — remaining committed to high standards in recruitment and retention, equal opportunity employment and promotion, competitive salaries and benefits, improving employee satisfaction, ample training opportunities and an optimal working environment. Cultural diversity remains a key organizational value, and YNHH is now working with an advisory group from the community on Latino issues. An automated time and attendance system was piloted this year, and will eventually fully automate the hospital's payroll process and eliminate manual handling of payroll time information — enabling payroll policies and procedures to be applied uniformly and efficiently in all areas and at all levels.

Hospital volunteers and members of the Auxiliary made immeasurable contributions to the hospital. The Auxiliary established a hospital archives, offered health education lectures for the community, re-vamped the "Jamie Goes to the Children's Hospital" program and continued the phenomenal success of its Toy Closet program. Volunteer Services experienced exceptional program growth, offering centralized inter-
“Recognizing that it could not operate as a stand-alone provider institution, Yale-New Haven Hospital built strong relationships within its own vertical network in New Haven, and led the development of the Yale New Haven Health System.”

“The increasingly active Center for Outcomes Research and Evaluation (CORE) worked to improve patient care and outcomes by providing information about the quality and efficiency of health care from the perspectives of patients, caregivers and payers.”

“Despite the constraints of managed care, YNHH continued its commitment to offering advanced and innovative patient services, including key clinical programs, new technology and recruitment of top-notch leadership.”

“As a result of cost control efforts and shorter lengths of stay, the cost of a patient stay at YNHH today is actually lower than it was in 1994.”
preter services to patients, creating an Ambassador Program to assist visitors at the York Street entrance, and recruiting canine volunteers for the first time, to offer a dog visitation program on pediatric units.

**YNHH and the Community**

A natural extension of caring for patients and families is caring for the community, and YNHH maintained its ongoing commitment to the greater New Haven community through provision of free care, expanded school-based health initiatives, support for neighborhood housing programs and community-based AIDS care. Last year, the hospital provided $25.3 million in free or uncompensated care and maintained partnerships and supported health centers at seven area schools. As part of a neighborhood housing initiative to help families and stabilize the Hill section, in cooperation with Yale University and other corporate sponsors, YNHH contributed $200,000 to help launch a 65-unit housing rehabilitation project.

YNHH remained active in legislative initiatives at the state and federal levels, including support for medical education from Medicare payments, revenue compliance regulations, managed care reform, and restrictions on for-profit health facilities.

The successful performance of Yale-New Haven Hospital in 1997, including the record high 41,000 discharges, was due in part to its investment in Yale New Haven Health System. The strength and reputation of the system, with its anchor hospitals in New Haven, Bridgeport and, pending regulatory approval, Greenwich, has been attractive to both patients and payers alike.

Throughout 1997, YNHH supported the development of a statewide, integrated financing and delivery system offering the highest quality services in the most cost effective manner. Yale New Haven Health System concentrated on three strategic areas: managed care contracting and insurance product development; expanding geographic coverage through multiple, strong vertical networks and physician affiliations; and offering corporate services to facilitate cohesiveness, consistency and economies of scale within the System.

The achievements of the past year were a clear indication of Yale-New Haven Hospital’s continued success, despite a highly competitive environment and the increased pressures of managed care. The hospital has been able to maintain and enhance its clinical and service quality, sustain cost-competitiveness through expense control, and offer comprehensiveness and accessibility to patients.

In addition to differentiating its services on the basis of access, quality, comprehensiveness and cost, Yale-New Haven Hospital debuted a new identity this year, introducing a new logo which will be used by all affiliated members within the Yale New Haven Health System. But despite a new look, the traditions of a 171-year history continued to guide the organization. In fact, the hospital’s strong performance in 1997 is a reflection of a clear commitment to its founding mission; as well as the guidance and support of its Board of Trustees, clinical and administrative leadership; and the dedication of the medical staff and employees. The year’s achievements demonstrate Yale-New Haven Hospital’s long tradition of leadership and unwavering dedication to providing the best patient care available; strong teaching and research and accountability to its community.
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Secretary & Vice Chairman

Marna P. Borgstrom
Executive Vice President & COO

Bishop Theodore L. Brooks

Richard L. Edelson, M.D.

Andrew J. Graham, M.D.

R. Nelson Griebel

Richard J. Grossi

Marvin K. Lender
Treasurer

Richard C. Levin

Linda Koch Lorimer

Barbara Loucks

Martha M. Shattuck

James A. Thomas

Mary Lou Winnick

Henry K. Yaggi, III
### Balance Sheet General Fund

**Year Ended September 30 (1000 Omitted)**

<table>
<thead>
<tr>
<th>Assets</th>
<th>1997</th>
<th>1996</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash</td>
<td>$19,492</td>
<td>$19,524</td>
</tr>
<tr>
<td>Marketable Securities</td>
<td>167,131</td>
<td>173,333</td>
</tr>
<tr>
<td>Accounts Receivable (Net)</td>
<td>91,315</td>
<td>83,174</td>
</tr>
<tr>
<td>All Other Current Assets</td>
<td>32,931</td>
<td>26,552</td>
</tr>
<tr>
<td><strong>Total Current Assets</strong></td>
<td>310,869</td>
<td>302,583</td>
</tr>
<tr>
<td><strong>Property, Plant and Equipment (Net)</strong></td>
<td>245,942</td>
<td>257,903</td>
</tr>
<tr>
<td>Construction in Progress</td>
<td>1,844</td>
<td>1,440</td>
</tr>
<tr>
<td>Board Designated Funds for Plant Improvement and Expansion</td>
<td>44,570</td>
<td>33,374</td>
</tr>
<tr>
<td>Other Assets</td>
<td>21,915</td>
<td>22,077</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td>$625,140</td>
<td>$617,377</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Liabilities and Fund Balance</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current Liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts Payable</td>
<td>38,973</td>
<td>33,332</td>
</tr>
<tr>
<td>Accrued Expenses</td>
<td>70,895</td>
<td>66,702</td>
</tr>
<tr>
<td>Due to Third Parties</td>
<td>44,452</td>
<td>40,006</td>
</tr>
<tr>
<td>Due to Restricted Funds</td>
<td>1,782</td>
<td>1,782</td>
</tr>
<tr>
<td>Current Portion of Long Term Debt</td>
<td>3,345</td>
<td>3,110</td>
</tr>
<tr>
<td><strong>Total Current Liabilities</strong></td>
<td>159,447</td>
<td>144,932</td>
</tr>
<tr>
<td>Long-Term Debt, Less Current Portion</td>
<td>144,585</td>
<td>148,060</td>
</tr>
<tr>
<td>Accrued Post Retirement Benefits other than Pensions</td>
<td>23,393</td>
<td>23,193</td>
</tr>
<tr>
<td>Deferred Liabilities</td>
<td>64,001</td>
<td>100,124</td>
</tr>
<tr>
<td>Fund Balance</td>
<td>233,804</td>
<td>201,068</td>
</tr>
<tr>
<td><strong>Total Liabilities and Fund Balance</strong></td>
<td>$625,140</td>
<td>$617,377</td>
</tr>
</tbody>
</table>
### Summary Statement of Operating Revenues and Expenses

<table>
<thead>
<tr>
<th>Year Ended September 30 (000 Omitted)</th>
<th>1997</th>
<th>1996</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>$252,633</td>
<td>$255,240</td>
</tr>
<tr>
<td>Special Services-Inpatients</td>
<td>343,111</td>
<td>334,394</td>
</tr>
<tr>
<td>Outpatients</td>
<td>113,052</td>
<td>106,638</td>
</tr>
<tr>
<td>Emergency Services Patients</td>
<td>20,440</td>
<td>19,529</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>729,236</td>
<td>715,801</td>
</tr>
<tr>
<td><strong>Deductions</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Federal and State Government Discounts</td>
<td>177,958</td>
<td>203,840</td>
</tr>
<tr>
<td>Other Insurance Companies Discounts</td>
<td>77,917</td>
<td>51,242</td>
</tr>
<tr>
<td>Free Care and Uncompensated Services</td>
<td>27,192</td>
<td>25,299</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>283,067</td>
<td>280,381</td>
</tr>
<tr>
<td>Net Revenue from Services to Patients</td>
<td>446,169</td>
<td>435,420</td>
</tr>
<tr>
<td><strong>Operating Expenses</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries</td>
<td>191,869</td>
<td>187,772</td>
</tr>
<tr>
<td>Supplies and Other Expenses</td>
<td>205,473</td>
<td>197,140</td>
</tr>
<tr>
<td>Depreciation</td>
<td>26,581</td>
<td>26,755</td>
</tr>
<tr>
<td>Interest</td>
<td>8,703</td>
<td>10,377</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>432,626</td>
<td>422,044</td>
</tr>
<tr>
<td>Operating Gain Available for Debt</td>
<td></td>
<td></td>
</tr>
<tr>
<td>and Capital Needs</td>
<td>13,543</td>
<td>13,376</td>
</tr>
<tr>
<td>Debt Repayment</td>
<td>(3,345)</td>
<td>(3,110)</td>
</tr>
<tr>
<td>Balance for Equipment Replacement and New Technology</td>
<td>$10,198</td>
<td>$10,266</td>
</tr>
</tbody>
</table>
## General Information Summary

<table>
<thead>
<tr>
<th></th>
<th>1997</th>
<th>1996</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Patients Discharged</td>
<td>41,043</td>
<td>39,861</td>
</tr>
<tr>
<td>Patient Days of Care Provided</td>
<td>214,457</td>
<td>215,897</td>
</tr>
<tr>
<td>Average Length of Stay</td>
<td>5.23</td>
<td>5.42</td>
</tr>
<tr>
<td>Average Daily Patient Census</td>
<td>588</td>
<td>591</td>
</tr>
<tr>
<td>Volunteer Hours Donated</td>
<td>77,660</td>
<td>75,016</td>
</tr>
</tbody>
</table>

## Philanthropic and Other Support

**YEAR ENDED SEPTEMBER 30 (000 OMITTED)**

<table>
<thead>
<tr>
<th>Charitable Contributions</th>
<th>1997</th>
<th>1996</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Medical Equipment Fund</strong></td>
<td>$492</td>
<td>$392</td>
</tr>
<tr>
<td><strong>Construction and Renovation Fund</strong></td>
<td>0</td>
<td>55</td>
</tr>
<tr>
<td><strong>Fund for Care of the Indigent</strong></td>
<td>331</td>
<td>271</td>
</tr>
<tr>
<td><strong>Other Gifts</strong></td>
<td>3,812</td>
<td>3,652</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>4,635</td>
<td>4,370</td>
</tr>
<tr>
<td><strong>Income and Appreciation</strong> on Invested Funds</td>
<td>17,796</td>
<td>18,795</td>
</tr>
<tr>
<td><strong>Total Philanthropic and Other Support</strong></td>
<td>$22,431</td>
<td>$23,165</td>
</tr>
</tbody>
</table>
### Selected Diagnostic and Therapeutic Services

<table>
<thead>
<tr>
<th>Service</th>
<th>1997</th>
<th>1996</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cardiology Procedures</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Coronary Angiography</td>
<td>3,419</td>
<td>2,997</td>
</tr>
<tr>
<td>PTCA</td>
<td>1,341</td>
<td>1,236</td>
</tr>
<tr>
<td>EKG</td>
<td>21,887</td>
<td>26,201</td>
</tr>
<tr>
<td>Electrophysiology</td>
<td>1,168</td>
<td>1,138</td>
</tr>
<tr>
<td>Holter Monitor</td>
<td>922</td>
<td>877</td>
</tr>
<tr>
<td>Stress Testing</td>
<td>2,417</td>
<td>2,574</td>
</tr>
<tr>
<td><strong>Diagnostic Imaging Procedures</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CT Scan</td>
<td>27,536</td>
<td>25,813</td>
</tr>
<tr>
<td>MRI</td>
<td>9,551</td>
<td>8,994</td>
</tr>
<tr>
<td>Nuclear Medicine</td>
<td>20,100</td>
<td>18,088</td>
</tr>
<tr>
<td>Ultrasound</td>
<td>31,315</td>
<td>30,633</td>
</tr>
<tr>
<td>X-ray and Other</td>
<td>146,812</td>
<td>152,652</td>
</tr>
<tr>
<td><strong>Laboratory Procedures</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Blood Bank</td>
<td>424,210</td>
<td>457,918</td>
</tr>
<tr>
<td>Clinical Chemistry</td>
<td>2,630,474</td>
<td>2,658,704</td>
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<tr>
<td>Clinical Virology</td>
<td>60,618</td>
<td>27,899</td>
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<tr>
<td>Hematology</td>
<td>581,460</td>
<td>597,167</td>
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<td>Immunology</td>
<td>110,033</td>
<td>80,648</td>
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<tr>
<td>Microbiology</td>
<td>240,699</td>
<td>140,344</td>
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<tr>
<td>Pheresis Transfusion Center</td>
<td>6,034</td>
<td>5,374</td>
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<tr>
<td>Radiation Therapy Treatments</td>
<td>40,011</td>
<td>39,506</td>
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<td>Rehabilitation Services Treatments</td>
<td>54,521</td>
<td>39,513</td>
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<tr>
<td>Respiratory Therapy Treatments</td>
<td>252,994</td>
<td>296,715</td>
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<tr>
<td><strong>Surgery</strong></td>
<td></td>
<td></td>
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<tr>
<td>Inpatient Cases</td>
<td>11,852</td>
<td>11,856</td>
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<tr>
<td>Outpatient Cases</td>
<td>9,268</td>
<td>8,709</td>
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### Outpatient Clinic Visits

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<th>Service</th>
<th>1997</th>
<th>1996</th>
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<tbody>
<tr>
<td>Primary Care Center</td>
<td>43,026</td>
<td>36,988</td>
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<tr>
<td>Women's Center</td>
<td>49,250</td>
<td>44,478</td>
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<tr>
<td>Medicine</td>
<td>68,130</td>
<td>67,162</td>
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<tr>
<td>Ophthalmology</td>
<td>17,506</td>
<td>19,251</td>
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<tr>
<td>Surgery</td>
<td>18,024</td>
<td>18,498</td>
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<tr>
<td>Pediatrics</td>
<td>20,255</td>
<td>16,398</td>
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<tr>
<td>Dermatology</td>
<td>23,147</td>
<td>26,790</td>
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<tr>
<td>Otolaryngology</td>
<td>10,814</td>
<td>9,520</td>
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<tr>
<td>Orthopedic</td>
<td>24,877</td>
<td>21,902</td>
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<tr>
<td>Dental</td>
<td>7,008</td>
<td>7,904</td>
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<tr>
<td>Urology</td>
<td>6,342</td>
<td>5,812</td>
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<tr>
<td>Psychiatric</td>
<td>670</td>
<td>1,245</td>
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<tr>
<td><strong>Total Outpatient Clinic Visits</strong></td>
<td>280,049</td>
<td>275,948</td>
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<tr>
<td>Emergency Services</td>
<td>74,565</td>
<td>71,646</td>
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<tr>
<td>Personnel Health</td>
<td>18,629</td>
<td>13,153</td>
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<tr>
<td><strong>Total Outpatient Visits</strong></td>
<td>382,243</td>
<td>360,747</td>
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### Inpatient Statistics (Discharges)

<table>
<thead>
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<th>Group</th>
<th>1997</th>
<th>1996</th>
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<tbody>
<tr>
<td>Adults</td>
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<tr>
<td>Medical</td>
<td>21,159</td>
<td>20,580</td>
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<tr>
<td>Surgical</td>
<td>9,455</td>
<td>9,499</td>
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<tr>
<td><strong>Total Adults</strong></td>
<td>30,614</td>
<td>30,079</td>
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<tr>
<td>Pediatrics</td>
<td></td>
<td></td>
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<tr>
<td>Medical</td>
<td>4,347</td>
<td>4,027</td>
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<tr>
<td>Surgical</td>
<td>1,009</td>
<td>867</td>
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<tr>
<td><strong>Total Pediatrics</strong></td>
<td>5,356</td>
<td>4,894</td>
</tr>
<tr>
<td><strong>Total Newborn</strong></td>
<td>5,073</td>
<td>4,888</td>
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<tr>
<td><strong>Total Inpatient</strong></td>
<td>41,043</td>
<td>39,861</td>
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</tbody>
</table>
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Chief Operating Officer

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<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
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<tbody>
<tr>
<td>Attending Staff</td>
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<tr>
<td>Associate Staff</td>
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<tr>
<td>Clinical Fellows</td>
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<td>Courtesy Staff</td>
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<td>Honorary Staff</td>
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<td>Senior Staff</td>
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<td>Visiting Staff</td>
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<tr>
<td>Residents</td>
<td>434</td>
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<tr>
<td>Adjunct Staff</td>
<td>9</td>
</tr>
<tr>
<td>Affiliated Staff</td>
<td>106</td>
</tr>
<tr>
<td><strong>Total Medical Staff</strong></td>
<td><strong>2,519</strong></td>
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superb patient care

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new therapies

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