"We never stop caring for you" Yale-New Haven Spring 1988 Yale-New Haven 1987 Annual Report

Yale-New Haven Hospital

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“We never stop caring for you”
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"We never stop caring for you"

Yale-New Haven Hospital is a healing place; a place where lives are saved, health is restored and loved ones, reassured. Success can be measured by many standards, but nowhere is it more dramatic than in health care. A tiny premature infant a few hours old, a young man injured in an auto accident, a child with leukemia, an elderly man with a stroke — each needs the careful attention of skilled and compassionate caregivers and the best that medicine has to offer.

The following stories highlight that spirit of caring found each year by the more than 35,000 people who are hospitalized at YNHH.
When Ronnie Caruso sets out to do something, she does it. In 1986, the now 17-year-old Middletown resident placed third in the National Bicycle League’s Grand Nationals in the girls 16 and over category. She then became captain of her high school soccer team. She’s also licked cancer.

Ronnie’s doctor, Dennis Cooper, assistant professor of Medicine (oncology), at Yale University School of Medicine, and Yale-New Haven Hospital attending physician, calls it “determination.”

Shortly after her bicycle racing victory in 1986, Ronnie’s jaw began to ache. Months later as the pain became worse and worse, sometimes so intense keeping the energetic teen away from school and sports, Ronnie was diagnosed with cancer at a hospital near her home. A tumor the size of a grapefruit was found which extended from the side of her neck to the base of her skull. She was given a 50% chance of surviving surgery.

Instead, Ronnie’s parents brought her to Yale-New Haven Hospital where doctors opted for radiation therapy first to shrink the size of the tumor. When radiation proved unsuccessful, Ronnie was given chemotherapy which shrunk the cancerous growth to a barely noticeable size, recalls Dr. Cooper. Surgery was then performed which removed all of the remaining cancer cells.

“She never really complained the entire time she was treated,” says Dr. Cooper. “She faced the ordeal with entire equanimity.”

From the time Ronnie was admitted to YNHH, December 1986, until her last discharge, June 1987, she spent no more than 10 consecutive days at home. During that time she often resorted to writing as a way to deal with her fears and pains. Despite the agony she endured, her writing depicted the inner strength, the zest for life, that never dissipated, as evidenced in the following poem she wrote from her hospital bed.

To me today my life is like a rainy day, hopes of happiness seem so far away.
But I continue to fight
I’ll always try hard,
I’ll never give in, I’ll just go on.
I’ll achieve happiness as time goes by. But no matter how sad, look in my eyes
for happiness is overflowing just because I’m alive.

Ronnie’s illness touched those beyond the Hospital and her family. Classmates and teachers at Middletown High School held a Flower Day, selling flowers and using the proceeds to buy her a computer and VCR.

“I just knew I had to get better,” says Ronnie who is now a senior in high school, works part-time at Powder Ridge ski resort in Middlefield and is busy applying to colleges to pursue a career in health care. She once again proved to herself that she is a winner, when after taking a 16-month hiatus from bicycle racing, she placed third and second in the 1987 Christmas National Bike Championship in Columbus, Ohio.

Ronnie’s treatments ended last July and she is now undergoing plastic reconstructive surgery at YNHH. With the combination of expert medical treatment and her passion for sports, she has made it.
THE DAY AFTER FRANCESCA DEROZA’S SIXTH BIRTHDAY, she and her family sat patiently in an examining room in Yale-New Haven Hospital’s Pediatric Oncology Clinic, waiting for Peter Beardsley, M.D., chief of Pediatric Oncology and Francesca’s primary physician.

Francesca was lounging comfortably on the familiar examining table, reading a storybook when Joanne Roberts, a nurse’s aide, burst into the room carrying balloons and singing “Happy Birthday.” She presented Francesca with the balloons and a dinosaur coloring book and crayons — “a birthday present from the whole staff.”

When you ask Fairfield residents Mary Lou and David DeRosa to describe their daughter’s two-year treatment for leukemia at Yale-New Haven Hospital, the first thing they’ll tell you is that without the support of “the nurturing, caring, absolutely wonderful staff” they’re not sure how they would have handled the situation.

“It was two years ago, and we had taken Francesca to see a performance of The Nutcracker. She was sick that night and we took her to our pediatrician the next day. Her face was puffy, her spleen was enlarged and her white blood count had gone crazy,” Mrs. DeRosa says, recalling the events of the weekend that changed her family’s life.

“It’s the kind of thing that just makes your head spin,” adds Mr. DeRosa. “In our case, our pediatrician referred us to Yale-New Haven, we brought her here on that Monday, they ran all of the tests, diagnosed the leukemia and started the chemotherapy all in that afternoon.”

“It was such a shock,” her mother agrees. “The first thing I thought of was that Francesca was going to lose her hair. It’s silly, but that was really all I could deal with at the time.”

“I thought why us? Why my child? It’s the hardest thing in the world for a parent to see their child in pain, to see them suffer,” says her father. “But the doctors here were great. They told us Francesca’s condition and prognosis in black and white. They didn’t hide or sugar-coat anything. They gave us all the information we needed to make decisions. I respect them for that and I felt confident about putting my child’s life in their hands. Dr. Beardsley also gave us hope — most children with leukemia can be cured.”

Almost two years to the day after her first visit to Yale-New Haven, Francesca completed chemotherapy. Her treatment was primarily in the Pediatric Hematology and Oncology Clinic at YNHH, but Dr. Beardsley arranged for Francesca to receive part of her treatment in her pediatrician’s office, closer to home.

While she isn’t visiting YNHH as she has for the past two years, she and her family haven’t forgotten the care they received there. David DeRosa is continuing as president of The Tommy Fund, an organization set up to aid pediatric oncology patients at Yale-New Haven. “As a parent, I had felt so helpless during the treatment, and The Tommy Fund was a way for me to get involved and accomplish things.”

The Tommy Fund is a source of comfort to the DeRosas because it lets them give something back to the staff and Hospital that gave them so much — their daughter Francesca’s life.
DAVID ECHOLS REMEMBERS THE EARLY MORN-ING HOURS OF LAST AUGUST 7 as beautiful, warm and sunny. He sat on his sun porch and drank a cup of coffee, smoked a cigarette and read the newspaper, a much enjoyed peaceful morning ritual before the rest of the household woke up.

But the morning didn’t turn out quite right. A tight, uncomfortable, squeezing feeling in his chest moved from one arm to the other. He told his wife that he was going to lay down and go in late to his job as executive director of New Haven’s Housing Authority. She suggested a drive to the hospital, just to be on the “safe side.”

The squeezing pressure in his chest didn’t let up. When he arrived at Yale-New Haven Hospital’s Emergency Services Department (ES), he was examined, hooked to monitors and given a diagnosis. David Echols was having a heart attack.

“I was pretty surprised it was happening to me,” Echols recalls. “I volunteered with the American Cancer Society and Heart Association and of course, knew all about risk factors and diet and symptoms. But here I was. And the pressure was unrelenting.”

Within minutes of the diagnosis, a cardiologist explained about a new experimental treatment for heart attacks — a drug called tPA (tissue plasminogen activator). TPA was able to dissolve potentially fatal blood clots in the coronary artery that cause the heart attack and to minimize damage to the heart muscle. TPA was available for patients under a special National Institute of Health grant in which YNHH was one of 12 original participating medical centers. The first phase of the study found the use of tPA so successful that it was expanded to include 26 national testing sites for the drug.

Fortunately, David Echols had come to the Hospital in time to receive it. In order for it to be effective, it had to be given within four hours of the attack. Would the Echols consent to the treatment?

They did and tPA was administered intravenously over a three-hour period, beginning in the ES. Barry Zaret, M.D., chief of Cardiology, was called to serve as Echols’ cardiologist. Shortly after, Echols was transferred to the coronary care unit. Within six hours of the initial symptoms, he says, the pressure was gone and he was feeling better.

“I remember waking up the next day in the intensive care unit and looking up to see my entire family; my mother, a brother and two sisters had come 435 miles from Buffalo to see me,” says Echols. “It made me realize how serious this was.”

Two days later he was moved to a “step down” floor for cardiac patients and within a short time, doctors agreed that he could go home. He enrolled in the Hospital’s Cardiac Treatment Center, an outpa-tient rehabilitation program that builds cardiovascular strength and teaches healthy lifestyle habits in an upbeat, informal group atmosphere.

“The attitude of both doctors and nurses at the Hospital and at the Center was terrific,” Echols says. “They said ‘look it happens, life goes on. Take it as an opportunity to recover and to change your lifestyle for the better.’

“I have. I had smoked cigarettes for 32 years and gave them up without a thought that first day. My diet has changed drastically and I’ve readjusted my work style.

“And I’m grateful that tPA was available for me.”
Patrick Shaw is an Assistant Manager at Archie Moore's, one of New Haven's more popular restaurants and pubs. Last summer, Pat took a night off from work to go to a party with some friends and attend a jazz concert on the New Haven Green.

When a rainstorm cut short the concert, Shaw and his friends decided to go out for pizza. On his way home he took exit 8 off I-95, an exit he'd taken "a million times." Only this night was different . . . a combination of elements sent him sliding into a telephone pole. It took the police 45 minutes and the "jaws of life" to free Shaw from the "totaled" car he had borrowed from his brother.

When he woke up in the neurosurgical intensive care unit (NSICU) at Yale-New Haven Hospital, standing by his bed he saw Kathy McNamara R.N., head nurse, who reassuringly was also a friend from Archie Moore's. Despite Pat having been in a coma for four days, Kathy recalls, "the first thing he said was, 'Where are the lottery tickets?' We took turns buying tickets each week, hoping to split the winnings.'

Fortunately he did not need surgery. Joseph Piepmeier, M.D., director of the NICU, who coordinated Shaw's treatment says "our goal was to provide the optimum environment for his brain to recover from the trauma. His prognosis for survival was good — he was young; the CT Scan showed no structural damage; and he had no complications such as bleeding, brain swelling or infection."

Family support was another positive factor in his recovery. "His family encouraged and helped him. They used humor, laughter and music as forms of stimulation for him," Kathy McNamara recalls. Pat Shaw is one of eight children and his family worked it out so that someone was there for him most of the time. His sister, who is a nurse in Nebraska, took time off from her job to be with him. He also received a lot of support from his co-workers through their frequent visits and flower baskets.

Upon his discharge from Yale-New Haven Hospital, Shaw became an outpatient at the Gaylord-Yale-New Haven Rehabilitation Center at Long Wharf in New Haven. With the help of speech, occupational and physical therapy, he began an intensive rehabilitation program. At first he was only able to walk short distances and with a walker, his memory was poor, and like many people with a traumatic brain injury, he had a decreased attention-span and difficulty with problem-solving. Slowly, with the therapists' help, he built up his strength and coordination, and his cognitive skills improved. His brother helped him get a treadmill for home and Shaw jogs several miles each night while watching TV. To help him get ready to return to his bartending job, Jane Rosadini, O.R.T., his occupational therapist, set up a bar with bottles of colored water. "Patrick's job responsibilities were simulated in a 'work hardening' program. A bar was set up where Patrick performed the responsibilities of mixing drinks, making change, carrying ice, and waiting on numerous people while remembering drink orders," says Rosadini. His memory of how to make the drinks was good, except when it came to making the more exotic drinks like a French Martini.

Shaw went back to work part-time in December, 1987 and gradually increased his hours to full-time. Several of his nurses visit him from time to time and have commented on how well he is progressing. "He has come a long way," says Dr. Piepmeier. As with other patients who have received a traumatic brain injury, Dr. Piepmeier says, "... it has affected his life, but Patrick Shaw is one of the lucky ones."

It could have happened to anyone. But it didn't . . . it happened to Pat Shaw.
IF IT WERE A MOVIE, THIS VERY MOMENT WAS THE CLIMAX. Patricia and Sal Caimano had just experienced the birth of a six-pound, 10-ounce son named Christopher. The pediatricians, present during the Caesarean delivery, had left the room, but just when the camera was about to go into its happy-ever-after fadeout, Yale-New Haven Hospital obstetrical nurse Sue Simler, R.N., said, "Wait a minute. Something's not right."

Simler remembers, "Even though he appeared to be fine, and had received an APGAR score of 9/9 out of a possible 10/10 (APGAR is a medical newborn "report card" which assigns a point value to the baby's color, heart rate, respiration, muscle tone and reflex), Christopher had more secretions than he should have, even for a Caesarean section baby."

The nurse tried to suction the baby with a nasogastic tube. "When I couldn't get the tube past a certain point, I called the pediatricians back."

The diagnosis was esophageal atresia with a tracheal esophageal fistula, a developmental anomaly which occurs with about one in every 4,000 live births. Instead of going directly to the stomach, the baby's esophagus was in two parts — the top part ended blindly, and the bottom part was connected to the trachea instead of the stomach.

"Feeding the baby would have been like drowning him," says Simler. "It would have set up a chemical pneumonia, because the formula, instead of going into the stomach, would have gone into the lungs," she explains.

Christopher had emergency surgery to correct the condition when he was three hours old. Robert Touloukian, M.D., chief of Pediatric Surgery performed the two hour operation. "Of the 14 or 15 babies born in Connecticut each year with this problem, at least half of them have surgery at Yale-New Haven," says Dr. Touloukian. "The operation is delicate because the walls of the esophagus and trachea, which we detach and re-connect, are tissue-paper thin. But with babies like Christopher — who are full-term, have an early diagnosis and no other malformations — we have over a 95 percent success rate."

The Caimanos moved to Pennsylvania when Christopher was two months old. Today he is a healthy, happy active two-and-a-half year old. Says Mrs. Caimano, "As far as I'm concerned, Sue Simler is an angel and a saint. It may sound dramatic, but she saved Christopher's life. And I have all the confidence in the world in Dr. Touloukian.

"I've worked in hospitals," says Mrs. Caimano, a clinical social worker, "so I've seen both sides — when they are caring and compassionate and when they aren't. I beam from ear-to-ear when I think of the care we got at Yale-New Haven. People don't realize how lucky they are to live near such a comprehensive medical facility."

People don't realize how lucky they are to live near such a comprehensive medical facility."
The stories of David Echols, Francesca DeRosa, Christopher Caimano, Ronnie Caruso and Pat Shaw dramatically portray the miracles that are made possible today thanks to tremendous advances in technology and medical knowledge in the past few decades. Each person has a different story to tell and different physical problems, but they have in common a personal tale of everyday people faced with the unexpected — cancer, a potentially fatal birth defect, a heart attack, a traumatic car crash — events that caused grief and hardship and disrupted their lives. They also share a happy ending. The combination of resources that make YNHH a preeminent medical center in Southern New England made possible a successful recovery. Their success stories highlight the centers of excellence in pediatrics, obstetrics, medicine and surgery for which YNHH is renowned.

While YNHH is a center where complex medical cases are referred and people throughout the state,
New England and even nationwide come for treatment, we provide more than care in the clinical sense, as these stories tell. You can’t tell the story of the institution without telling the story of people and those who cared for them. Long after they are discharged home, patients will remember the kind words of a social worker, the extra attention from a nurse, the concern from their physician or the friendship from a child life staff member.

While miracles are not always possible, many wonderful success stories can be told each year about grateful patients and their families. The people we highlight in this year’s annual report are just a few of the more than 35,000 people hospitalized here each year who could have been selected to share their story about how YNHH made a difference in their lives.

“We never stop caring for you”
1987 was a challenging year for Yale-New Haven Hospital as the medical center confronted issues of critical importance both to its future and to the future of health care nationally. One of the most pressing concerns was the shortage of nurses and other health care professionals. This shortage affected nearly every hospital across the country and Yale-New Haven was no exception.

1987 was also a year of major accomplishments as the Hospital initiated several new patient care programs that augmented our comprehensive medical services, undertook a major renovation of the obstetrics units to enhance the comfort, convenience and attractiveness of the rooms for mother and baby, and strengthened clinical leadership with new appointments in nursing, pediatrics, medicine and transplantation.

Operational and strategic planning involving management and medical leadership led to a broad evaluation of facilities needs and identified priority clinical programs that will strengthen the Hospital’s centers of excellence and tertiary care role. A clear, complete business plan has become an important tool to focus attention on priority programs and to delineate specific activities in our various roles as a provider of health-related services, including services as a regional referral center for Southern New England, a major teaching and research institution and a community hospital for Greater New Haven.

In recent years YNHH has maintained a strong financial position, but problematic state legislation, onerous regulation by the Commission on Hospitals and Health Care, lower reimbursement from Medicaid and Medicare and preferential pricing for health maintenance organizations create a troubling picture of the Hospital’s financial future. Although we were able to post a $1.7 million operating gain for 1987, the margin of income over expense decreased to 0.84%, a level insufficient to meet our capital requirements for payment of long-term debt, funding of new technology and replacement of capital equipment. A commitment to support those in need is one of our institutional missions, but increased financial constraints make it necessary to evaluate our capabilities and priorities, especially in the face of $11 million per year of free care for the uninsured and indigent. A declining margin also will make it impossible to sustain programs which cannot support themselves with charges, despite the unique contribution they make to the community.

This past year YNHH confronted the extraordinary costs associated with the care of patients with AIDS (Acquired Immune Deficiency Syndrome). In addition, it recognized the importance of developing policies governing the care provided to AIDS patients by both employees and the medical staff. YNHH became one of the first hospitals in the nation to adopt a policy that ensures care to all patients with this devastating illness. It also implemented stringent standards of care to protect all patients and care-givers.

The critical shortage of professional nurses affected almost all aspects of Hospital operation. There were many factors contributing to this nationwide crisis in nursing, including smaller enrollments in nursing schools, a smaller population of young men and women ages 18 to 25 and increased opportunities for women in business and other professions.

Until long-term resolutions are achieved, short-term strategies are necessary to cope with immediate problems for which more
nurses are the only solution. An aggressive nurse recruitment and retention program was developed involving nursing and human resource personnel. Additional nurse recruiters were hired to expand the reach and intensity of our efforts. Recruiters and nursing staff members visited 60 college campuses, 30 major cities across the nation and five foreign countries.

Our persistence paid off. By fall, there was a 50 percent reduction in the turnover rate for nursing positions, and at year-end the eight percent of nursing vacancies at Yale-New Haven Hospital was considerably lower than the 14 percent national average.

An important component of successful recruitment and retention is competitive compensation. Accordingly, an unbudgeted mid-year wage adjustment became necessary. Nursing salaries were increased by more than 28 percent during the year and pay scales for other scarce health care professionals were increased as well. Competitive salaries will continue to challenge hospitals, especially in light of fiscally constrained operating budgets which must be approved by the state regulatory agency.

In mid-year, Rachel Rokovitch, R.N., a national leader in nursing, retired after more than eight years as YNHH Vice President for Nursing. After a national search, M. Patricia Gibbons, R.N., previously administrative director of Nursing at Beth Israel Hospital in Boston, was named her successor. With Gibbons' leadership, an extensive evaluation was launched of the demand placed on professionally-prepared nurses in order to identify non-nursing responsibilities that could be assigned to support personnel. The goal of this effort is to allow professional nurses to spend their time at the bedside performing clinical services, with assisting tasks performed by others.

During 1987, Edwin Cadman, M.D., a nationally known oncologist, was welcomed back to Yale from the University of California, San Francisco, and appointed chief of Medicine at YNHH. Dr. Joseph Warshaw, well-known in the Yale community for his expertise in neonatal care, also returned to New Haven from the University of Texas Health Science Center at Dallas to become chief of the YNHH department of Pediatrics.

Marc Lorber, M.D., assistant professor of Surgery, and director of the Medical Center's Transplant Program, revitalized a program that had performed the state's first liver and heart transplant proce-

dures in 1983 and 1984, respectively. Dr. Lorber came to YNHH in 1986 from the University of Texas Medical School in Houston and the Hermann Hospital, a noted transplantation center.

Joel M. Rappeport, M.D., was recruited from Boston where he was clinical director of the combined Brigham & Women's Hospital — Children's Medical Center Bone Marrow Transplant Program and on the Harvard faculty. When rate approval is received from the state regulatory agency, YNHH will develop a four-bed unit for bone marrow transplantation in children and adults. The addition of a bone marrow transplant program will enhance the Hospital's role as a transplant center, adding to the list of organs currently transplanted, including heart, liver, cornea, skin, kidneys and bone.

There were other medical program initiatives. YNHH and the University of Connecticut's John Dempsey Hospital joined forces to develop a combined lithotripsy program for the noninvasive treatment of kidney stones. A portable extracorporeal shock-wave lithotripsy unit will travel between the two medical centers weekly providing patients Connecticut's only source for this sophisticated technology.

Our Dermatology chief, Richard Edelson, M.D., expanded the photopheresis program, a new treatment for patients with a debilitating form of cancer that attacks the body's T cells. YNHH is one of only three centers nationwide offering patients this treatment.

A new surgical technique for controlling severe epileptic seizures was pioneered by Dennis Spencer, M.D., chief of Neurosurgery, and his team of surgeons, neurologists and others. Patients undergo a series of tests, graduating from one phase of the program to another, before being carefully selected as candidates for the Epilepsy Surgery Program. Those who qualify have had dramatic results and relief from daily seizures.

YNHH is recognized nationally for excellence in both adult and pediatric cardiology. This past year, Gary Kopf, M.D., director of Pediatric Cardiac Surgery, advanced the technique of using homografts — parts of the heart, including great arteries and vessels obtained through organ donation — to repair congenital defects. William Hellenbrand, M.D., director of the Pediatric Catheterization Laboratory, pioneered the use of therapeutic or interventional catheterization for repair of congenital heart defects. Dramatic results have been achieved.
The cardiac defibrillator implant program was expanded and offered to patients with cardiac disease whose heart's electrical system has the potential to malfunction. The irregular heart beat and rhythm that results from such a malfunction could prove fatal; the pacemaker can detect this abnormality and send an electrical shock to the heart to restore normal function.

In response to the proliferation of alternative delivery systems, YNHH entered the HMO arena by forming the YNHH Physicians Corporation with the Yale University School of Medicine and medical staff members who joined the IPA (independent physician association). This joint venture makes it possible for the collective interests to review proposals from various alternative delivery systems such as HMOs and insurers.

Effective measurement of the quality of care is an increasingly important issue for both consumers and providers of health care. YNHH prides itself on its national reputation for excellence and on the quality of health care it provides. In order to better understand and measure patients' satisfaction with Hospital services and the quality of care as they perceive it, a revised, more comprehensive patient survey was developed. The survey is being mailed to a random sampling of 25 percent of selected discharged patients. Responses are tabulated and reviewed, and suggestions for improvements are evaluated. To complement this focus on measuring the consumer's views on quality of care, the Hospital's successful patient/customer relations program was viewed by more than 2,000 employees and has been incorporated into each new employee's orientation. In addition, the program is being tailored for both the medical staff and resident house staff.

Despite a difficult economic climate in health care and marketplace demands that made significant salary adjustments essential for nursing and selected health care professionals, YNHH ended 1987 in a strong position.

Utilizing the Hospital's Business Plan, Hospital management and medical staff leadership worked together to enhance the medical center's position as a preeminent provider of tertiary care services in Southern New England. The Hospital entered 1988 confident of its continued ability to provide a high level of compassionate care to those individuals who look to YNHH and its medical and nursing staffs for superior diagnostic and therapeutic services.
Comparative Statistics & The Hospital's Family
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<th>Year Ended September 30 ($000 Omitted)</th>
<th>1987</th>
<th>1986</th>
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<tbody>
<tr>
<td><strong>Assets</strong></td>
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<td><strong>Current Assets</strong></td>
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<td>Cash</td>
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<td>Accounts Receivable (Net)</td>
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<td>Marketable Securities</td>
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<td>All Other Current Assets</td>
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<td><strong>Total Current Assets</strong></td>
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<td><strong>Other Assets</strong></td>
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<td>Property, Plant and Equipment</td>
<td>161,556</td>
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<td>Less Accumulated Depreciation</td>
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<td>65,977</td>
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<td><strong>Net Property, Plant &amp; Equipment</strong></td>
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<td>Construction in Progress</td>
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<td>Board Designated Funds for Plant</td>
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<td>Improvement and Expansion</td>
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<td><strong>Total Property, Plant &amp; Equipment</strong></td>
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<td><strong>Total Assets</strong></td>
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<td><strong>Liabilities and Fund Balance</strong></td>
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<td>Accrued Expenses</td>
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<td>Due to Third Parties</td>
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<td>Due to Restricted Funds</td>
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<td>Current Portion of Long Term Debt</td>
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<td>Long-Term Debt, Less Current Portion</td>
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<td>Deferred Liabilities</td>
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<td>Fund Balance</td>
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<td><strong>Total Liabilities and Fund Balance</strong></td>
<td>$219,881</td>
<td>$208,232</td>
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## Summary Statement of Operating Revenues and Expenses

### Year Ended September 30 ($000 Omitted)

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<thead>
<tr>
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<th>1987</th>
<th>1986</th>
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<tbody>
<tr>
<td><strong>Revenue From Services to Patients</strong></td>
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<td>Room, Board and Nursing</td>
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<td>Special Services-Inpatients</td>
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<td>Outpatients</td>
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<td>Emergency Room Patients</td>
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<td><strong>Total</strong></td>
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<td><strong>Deductions</strong></td>
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<td>Federal and State Government Discounts</td>
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<tr>
<td>Other Insurance Companies Discounts</td>
<td>12,016</td>
<td>10,429</td>
</tr>
<tr>
<td>Free Care and Uncompensated Services</td>
<td>11,019</td>
<td>9,390</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>59,664</td>
<td>53,396</td>
</tr>
<tr>
<td><strong>Net Revenue from Services to Patients</strong></td>
<td>203,975</td>
<td>192,993</td>
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### Operating Expenses

<table>
<thead>
<tr>
<th></th>
<th>1987</th>
<th>1986</th>
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</thead>
<tbody>
<tr>
<td>Salaries</td>
<td>98,380</td>
<td>91,420</td>
</tr>
<tr>
<td>Supplies and Other Expenses</td>
<td>91,267</td>
<td>83,504</td>
</tr>
<tr>
<td>Depreciation</td>
<td>8,231</td>
<td>8,036</td>
</tr>
<tr>
<td>Interest</td>
<td>4,391</td>
<td>4,689</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>202,269</td>
<td>187,649</td>
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### Available for Debt and Capital Needs

<p>| | | |</p>
<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>Debt Repayment</td>
<td>1,706</td>
<td>5,344</td>
</tr>
<tr>
<td><strong>Balance for Equipment Replacement and New Technology</strong></td>
<td>(3,912)</td>
<td>(2,913)</td>
</tr>
</tbody>
</table>

**$ (2,206) $ 2,431**
## Philanthropic and Other Support

<table>
<thead>
<tr>
<th>Year Ended September 30 ($000 Omitted)</th>
<th>1987</th>
<th>1986</th>
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</thead>
<tbody>
<tr>
<td>Charitable Contributions</td>
<td></td>
<td></td>
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<tr>
<td>Medical Equipment Fund</td>
<td>$ 427</td>
<td>$ 315</td>
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<tr>
<td>Construction and Renovation Fund</td>
<td>181</td>
<td>540</td>
</tr>
<tr>
<td>Fund For Care of the Indigent</td>
<td>270</td>
<td>297</td>
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<tr>
<td>Other Gifts</td>
<td>845</td>
<td>823</td>
</tr>
<tr>
<td>Subtotal</td>
<td>1,723</td>
<td>1,975</td>
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<tr>
<td>Income and Appreciation on Invested</td>
<td></td>
<td></td>
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<tr>
<td>Funds</td>
<td>6,614</td>
<td>6,225</td>
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<tr>
<td>Total Philanthropic and Other Support</td>
<td>$8,337</td>
<td>$8,200</td>
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## General Information Summary

<table>
<thead>
<tr>
<th></th>
<th>1987</th>
<th>1986</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Patients</td>
<td>35,149</td>
<td>36,066</td>
</tr>
<tr>
<td>Patient Days of Care Provided</td>
<td>251,836</td>
<td>249,834</td>
</tr>
<tr>
<td>Average Length of Stay</td>
<td>7.2</td>
<td>6.9</td>
</tr>
<tr>
<td>Average Daily Patient Census</td>
<td>690</td>
<td>684</td>
</tr>
<tr>
<td>Births</td>
<td>5,950</td>
<td>5,633</td>
</tr>
<tr>
<td>Volunteer Hours Donated</td>
<td>61,054</td>
<td>63,464</td>
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</tbody>
</table>

## Diagnostic and Therapeutic Services

<table>
<thead>
<tr>
<th></th>
<th>1987</th>
<th>1986</th>
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</thead>
<tbody>
<tr>
<td>X-ray</td>
<td>184,487</td>
<td>173,038</td>
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<tr>
<td>Ultrasound</td>
<td>19,447</td>
<td>17,498</td>
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<tr>
<td>CAT Scan</td>
<td>14,600</td>
<td>13,327</td>
</tr>
<tr>
<td>Nuclear Medicine</td>
<td>11,329</td>
<td>10,402</td>
</tr>
<tr>
<td>Electrocardiology Exams</td>
<td>46,042</td>
<td>44,189</td>
</tr>
<tr>
<td>Radiation Therapy Treatments</td>
<td>40,264</td>
<td>44,665</td>
</tr>
<tr>
<td>Physical Therapy Treatments</td>
<td>38,815</td>
<td>43,278</td>
</tr>
<tr>
<td>Respiratory Therapy Treatments</td>
<td>252,477</td>
<td>247,042</td>
</tr>
</tbody>
</table>
### Outpatient Clinic Visits

<table>
<thead>
<tr>
<th>Department</th>
<th>1987</th>
<th>1986</th>
</tr>
</thead>
<tbody>
<tr>
<td>Primary Care Center</td>
<td>29,573</td>
<td>30,837</td>
</tr>
<tr>
<td>Women's Center</td>
<td>29,161</td>
<td>30,872</td>
</tr>
<tr>
<td>Medicine</td>
<td>31,602</td>
<td>30,185</td>
</tr>
<tr>
<td>Ophthalmology</td>
<td>19,691</td>
<td>19,388</td>
</tr>
<tr>
<td>Surgery</td>
<td>15,806</td>
<td>15,886</td>
</tr>
<tr>
<td>Pediatrics</td>
<td>11,503</td>
<td>12,986</td>
</tr>
<tr>
<td>Dermatology</td>
<td>9,464</td>
<td>9,484</td>
</tr>
<tr>
<td>Otolaryngology</td>
<td>9,009</td>
<td>8,727</td>
</tr>
<tr>
<td>Orthopedic</td>
<td>9,516</td>
<td>9,582</td>
</tr>
<tr>
<td>Dental</td>
<td>5,220</td>
<td>5,769</td>
</tr>
<tr>
<td>Urology</td>
<td>4,172</td>
<td>4,751</td>
</tr>
<tr>
<td>Dana Psychiatric</td>
<td>2,848</td>
<td>3,256</td>
</tr>
<tr>
<td><strong>Total Outpatient Clinic Visits</strong></td>
<td>177,565</td>
<td>181,723</td>
</tr>
<tr>
<td>Emergency Services</td>
<td>73,398</td>
<td>71,796</td>
</tr>
<tr>
<td>Personnel Health</td>
<td>11,601</td>
<td>14,905</td>
</tr>
<tr>
<td><strong>Total Outpatient Visits</strong></td>
<td>262,564</td>
<td>268,422</td>
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</table>

### Inpatient Statistics (Discharges)

<table>
<thead>
<tr>
<th>Category</th>
<th>1987</th>
<th>1986</th>
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</thead>
<tbody>
<tr>
<td>Adults</td>
<td>17,173</td>
<td>17,691</td>
</tr>
<tr>
<td>Medical</td>
<td>2,683</td>
<td>2,402</td>
</tr>
<tr>
<td>Surgical</td>
<td>1,379</td>
<td>1,480</td>
</tr>
<tr>
<td><strong>Total Adults</strong></td>
<td>25,501</td>
<td>26,342</td>
</tr>
<tr>
<td>Pediatrics</td>
<td>4,062</td>
<td>3,882</td>
</tr>
<tr>
<td>Medical</td>
<td>2,683</td>
<td>2,402</td>
</tr>
<tr>
<td>Surgical</td>
<td>1,379</td>
<td>1,480</td>
</tr>
<tr>
<td><strong>Total Pediatrics</strong></td>
<td>4,062</td>
<td>3,882</td>
</tr>
<tr>
<td>Total Newborn</td>
<td>5,586</td>
<td>5,842</td>
</tr>
<tr>
<td><strong>Total Inpatient</strong></td>
<td>35,149</td>
<td>36,066</td>
</tr>
</tbody>
</table>
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William Fischer

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David F. Ransohoff
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Hun N. Winn
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Eric C. Palluotto
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Julie S. Flagg
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CHIEF

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COURTESY

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Jerold M. Perlman

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CHIEF

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Harold D. Bornstein, Jr.
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Kenneth A. Bradford
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Christopher R. Canny
Thomas O. Carpenter
Donald J. Cohen
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Denis P. Durante
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John P. Glazer
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Paul S. Goldstein
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Ian Gross
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Jeffrey A. Gruskay
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<th>Number</th>
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<tr>
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<td>82</td>
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<td>Total Medical Staff</td>
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Renovation and expansion of the Gastrointestinal Procedures Center was completed this year.
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Yale-New Haven Hospital played a key role in arranging for transportation and medical care of victims from the New Year’s Eve DuPont Plaza fire in Puerto Rico.

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Santa got a lapful of Primary Care Center patients when he visited this year.

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