Yale-New Haven Hospital Annual Reports

Spring 4-1-2003

Finding the Right Hospital 2002 Annual Report Yale-New Haven Hospital

Yale-New Haven Hospital

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You have a choice when it comes to hospital care...

Finding the right hospital begins with a search for information. Advances in medicine constantly create new diagnostic and treatment options for physicians, which mean more choices for you, the patient. To make these choices, you need more information, the latest information and information you can trust.
Just as no two individuals are alike, no two hospitals are alike.

Hospitals have different histories, missions, skills, staffs, even personalities. Get to know the hospitals in your area. Read about them — not just their ads, but newspaper or magazine articles, television news stories. Spend time on their web site. Read their publications. Talk to people — friends, family members, neighbors, professionals. Ask them what hospital they have had experience with and what was it like.

Information you can trust will help you make the right choice...

Learning what the patients say about their hospital experience is another important way to gauge hospital quality. Some aspects of quality can only be measured by asking patients about their experience. This includes patient reports about having their preferences respected, being treated with dignity, minimizing their pain, receiving emotional support and supporting family and friends who are helping the patient.

In your search for information, you come to understand your choices and options. Your decision-making process may also involve help or guidance from individuals or organizations you trust. Yale-New Haven Hospital's 2002 Annual Report can help you make informed decisions. This Annual Report illustrates how a hospital with well-founded missions becomes a living, thriving organization that is able to adapt to the changes of time and is well-equipped to care for and sustain its patients and their families. These missions enrich the organization, bring benefits to patients and make contributions to the community — these missions help Yale-New Haven Hospital become the right hospital for many in our community.
Choose a hospital that remains true to its missions...

- that is committed to teaching and education;
- translates the most basic research into bedside medical advances;
- consistently demonstrates a deep commitment to its community;
- continuously improves its patient care;
- is committed to the safety and quality of care;
- attracts and retains expert physicians, nurses, technicians and other professionals;
- offers the latest equipment, facilities and up-to-date information;
- trains the next generation of caregivers;
- has regional, national and global recognition.
Yale = teaching

YNHH serves as the primary teaching hospital for its affiliate, the Yale University School of Medicine, and offers training opportunities for nurses and other allied health care professionals.

YNHH provides the setting for ongoing clinical research that helps bring medical advances from the laboratory to the patient’s bedside.

New = advancing medicine

YNHH provides sensitive, high quality, cost effective health care to all patients, regardless of their ability to pay.

Haven = community service

YNHH serves the community with public health advocacy, support and services which respond to the area’s health care needs through health education, health promotion and access to care.

Hospital = patient care
While many hospitals call themselves “teaching hospitals,” Yale-New Haven Hospital is a nationally recognized academic medical center hospital, affiliated with the Yale University Schools of Medicine, Nursing and Epidemiology and Public Health. The Yale School of Medicine is world-renowned as one of the leading centers for research, education and advanced health care. The School of Medicine includes every modern medical discipline, and its faculty includes some of the world’s most respected scholars in medicine, public health and biomedical science.

Choose a hospital that is committed to teaching and education...

- that networks with other teaching hospitals and national organizations;
- accepts referrals from physicians and transfers from other hospitals for complex care or acute or rare conditions;
- recruits the most creative health care experts committed to exploration, innovation and scientific progress;
- places a high value on teaching patients to understand and manage their health problems;
- knows how to communicate with you intellectually and emotionally;
- and provides information and advice on all the options, but allows you to make the decision.
By their very nature, teaching hospitals are intent on pushing the boundaries of understanding and care.

Patients benefit from the fact that Yale-New Haven is an academic medical center hospital in various ways. First of all, education, training and communicating information are part of the fabric of the institution. Patient education becomes a natural outgrowth of this mission, as does community education. With education as part of the hospital mission, Yale-New Haven staff thrive on teaching — physicians, residents, nurses, allied health care professionals, students, patients and family members, and even the community. A teaching environment provides constant inquiries and advancements — the questioning, probing minds of students and physicians-in-training constantly challenge and test the ways and answers of the more experienced staff.

Teaching hospitals often attract a higher quality and broader make-up of medical staff. At Yale-New Haven, 92 percent of the medical staff are board-certified, and over 100 specialties and subspecialties are represented.

Yale-New Haven Hospital’s partnership with the Yale School of Medicine has also resulted in the New Clinical Program Development Fund, in which both organizations make a joint financial investment each year to develop new patient care services and bring advanced treatment to YNHH patients. Over the past three years, more than $40 million has been jointly invested in areas such as brain disease, cancer, heart disease, developmental disorders and organ replacement.
The Yale School of Medicine, and its affiliated hospital, YNHH, consistently rank among the handful of leading recipients of research funding from the National Institutes of Health (NIH) and other organizations supporting the biomedical sciences. Last year, Yale ranked fifth in the country in NIH funding, with nearly $230 million in research support. Yale-New Haven Hospital provides the setting for ongoing clinical research that helps bring medical advances from laboratory to patient's bedside.

Choose a hospital that translates basic research into bedside advances...

- that conducts research into the cause and treatment of your illness;
- introduces new and advanced technologies, techniques and patient care services;
- stimulates and develops medical innovations;
- attracts staff who stay abreast of new changes and advances;
- participates in national clinical trials;
- offers patients the opportunity to participate in clinical trials;
- and adopts new processes, new expertise, new systems and new patient care programs.
Because medicine and patient care are constantly advancing, choosing the right medical center is important.

Health care advances every day, with the development of new diagnostic tests, drugs and treatments. The progress in medical effectiveness over the past 30 years has been led by a small number of advanced medicine organizations like Yale-New Haven Hospital. Such centers play a major role in providing new therapies, products and programs and help speed the discovery and development of new services, often serving as technological transfer centers.

Often, the therapies being developed and used today at Yale-New Haven Hospital will be used at other hospitals two or three years from now.

The most advanced medicine can usually be found at medical centers that are constantly pushing new frontiers through medical research, and applying what they learn to benefit patients. Advances are accelerated through hundreds of research and quality improvement projects. Advanced medicine hospitals, like Yale-New Haven, are in the position to best collect, evaluate and share this new information with consumers.
Yale-New Haven is a valued community resource and a responsible community leader. A successful hospital brings economic benefits to the community through jobs and services, business and construction contracts, banking and investments, and employees, patients, families and visitors spending in and around New Haven. In addition, Yale-New Haven is the second largest employer in the area with about 5,800 employees.

Choose a hospital that demonstrates commitment to its community...

- that collaborates with other health agencies;
- treats all patients, regardless of race, religion, culture or ability to pay;
- possesses a long history of experience and service to the community;
- attracts well-respected, committed trustees who serve as stewards for the organization;
- achieves good satisfaction ratings from patients;
- maintains good financial status;
- has a strong volunteer base and philanthropic presence;
- and offers free, high-quality health information.
If you want a hospital that cares about you as a person, find a hospital that cares about its community.

YNHH invests millions of dollars into free or subsidized care, community health services and community health education. Through its services and economic influence, the Hospital improves the health of its immediate communities, working with schools, public health departments, universities and health agencies to educate and advocate public policies. Hospital employees and medical staff volunteer in community education and service programs.

YNHH maintains several school partnerships and manages eight school-based health centers, providing outreach services and health education. YNHH is committed to providing care for the community — including those who have no insurance or are underinsured.

Yale-New Haven’s Primary Care Center, the largest outpatient facility in New Haven, is dedicated to primary and preventive care for this population.

Last year, the Primary Care Center and its Women’s Center logged nearly a million visits, working to reduce infant mortality, improve prenatal care and promote continuity of care from birth through adulthood. The Women’s Center offers several maternal and child health initiatives and a wide range of breast and cervical cancer programs to women in the community. YNHH also collaborates with community agencies to support health access and promotion.
Yale-New Haven Hospital is a 944-bed tertiary referral center which includes the 201-bed Yale-New Haven Children's Hospital and the 76-bed Yale-New Haven Psychiatric Hospital. Yale-New Haven regularly ranks among the best hospitals in the country and was accredited by the Joint Commission on the Accreditation of Healthcare Organizations (JCAHO) in 2002. Relying on the skills of approximately 2,400 university-based and community physicians practicing more than 100 medical specialties, Yale-New Haven provide services for more than 366,000 outpatient and emergency visits and 43,000 hospitalized patients each year.

Choose a hospital that is continuously improving its patient care...

- that offers the full spectrum of services for the diagnosis and treatment of your illness;
- handles unforeseen emergencies or contingencies;
- has a high volume of patients, because experience fosters expertise;
- includes nationally-funded or designated centers of excellence;
- is recognized for providing expert second opinions and treating patients who have multiple medical problems;
- is safe and accessible;
- and helps you and your family deal with the emotional consequences of your illness.
Advanced medicine encourages communication, teamwork and innovation.

Yale-New Haven Hospital and its clinics provide a broad array of high-quality, comprehensive health care services, ranging from primary and preventive care to sub-acute, acute, intensive and rehabilitation care. YNHH has two emergency departments, one for adults and one for children — both certified level 1 trauma centers. The emergency department offers a crisis intervention unit, and chest pain and urgent care centers.

The Yale-New Haven Heart Center provides advanced diagnostic and therapeutic options for cardiac problems. YNHH also has special pediatric, adolescent and geriatric assessment centers, and a sports medicine center, among others.

YNHH houses the nationally-designated Yale Cancer Center; as well as federally-funded clinical research centers for both adults and children. Yale-New Haven receives national and international referrals and, in conjunction with Yale University School of Medicine, has nationally-recognized centers of excellence, such as the Cancer Prevention Research Unit, Digestive Disease Research Center and Claude D. Pepper Older Americans Independence Center.

YNHH offers comprehensive women's health services, organ transplantation, joint replacement, endocrinology services, advanced laparoscopy services and interventional radiology.
The hospital you choose should have a comprehensive performance improvement plan to optimize patient safety, improve clinical processes and support quality improvement.

Over the past year, YNHH’s patient safety committee has been concentrating on medication safety; hospital-acquired infections; patient identification; and safety education. YNHH recently installed a special medication delivery system, and a computer system called AVOID (Adverse Drug Outcome Intervention Detection) which looks for medication errors due to drug-drug or drug-allergy interactions.

Only about 25 percent of hospitals nationwide provide online access to medical histories, nurses’ notes, medical record entries, order entries and clinical results. For almost 10 years, YNHH has had a computerized physician order entry system — a safety standard in which a physician enters a drug order into a computer which displays the drug use guidelines, offers relevant alternatives, and suggests appropriate doses and frequencies.

One good indicator of quality in hospitals is accreditation by the Joint Commission on Accreditation of Healthcare Organizations (JCAHO), which reviews hospitals every three years to make sure they meet certain standards such as quality of staff, equipment and success in treating patients. Sometimes hospitals receive commendations from outside groups, agencies or publications. One of the most popular is U.S. News & World Report. YNHH has been listed among the nation’s top hospitals in this survey for 11 consecutive years. YNHH was named among the best in 12 different medical specialties, and was the third highest ranked hospital in the Northeast in the number of specialties listed. Yale-New Haven Hospital is the only Connecticut hospital to be consistently rated each year.
In selecting a hospital, the issues of quality and safety are important — and also difficult to determine.

YNHH also has special quality improvement programs not found in most hospitals. One is called Six Sigma, a partnership with General Electric Medical Systems, to evaluate the use of a statistically-based performance improvement technique used successfully by Fortune 500 companies. Another is the Center for Outcomes Research and Evaluation (CORE), which measures, improves and reports performance in the care of hospitalized and ambulatory patients. CORE coordinates YNHH's participation in state and national benchmarking activities for several medical diagnoses.

Choose a hospital that is committed to the quality and safety of care...

- that meets national quality and safety standards;
- is accredited by the Joint Commission on Accreditation of Healthcare Organizations;
- is recognized by state, consumer or other groups;
- has good overall treatment results (complication rates, mortality rates, success rates) with experience and good outcomes with your condition;
- and offers programs and services to measure quality of care, improve patient safety and reduce medical errors.

Your health is your most important possession. Your hopes and dreams, the loves of your life, your work and play, and your very future all depend on your health. You can not control everything that affects the status of your health — but you can take an active role. You can make intelligent choices and decisions. You can seek the information you need. And you can pick a health care partner who can be a powerful ally in the pursuit of health — Yale-New Haven Hospital.
A Year of Focus, Care and Discipline

Quality of care and patient safety initiatives dominated Yale-New Haven Hospital's (YNHH) efforts and achievements in its 176th year of operation. There were also significant improvements in overall patient satisfaction. Our focus on quality also resulted in recognition as the top heart hospital in Connecticut by Healthgrades; the Consumer Choice award for southern Connecticut; and for the 11th consecutive year, YNHH was listed among the country's best hospitals by U.S. News & World Report. YNHH, the only Connecticut hospital to be consistently rated each year, was named among the best in 12 out of 17 medical specialties. Of 6,045 hospitals in the U.S., YNHH was thirteenth overall for the most number of specialties listed and in the northeastern region, ranked third behind only Massachusetts General Hospital and the Hospital of the University of Pennsylvania.

Focus

YNHH's mission guided the year's activities, as it has in the past. Much progress was made towards achieving the Hospital's primary goals of ensuring patient safety, advancing clinical performance and programs, and improving patient, physician and employee satisfaction. Safety was addressed with a concentration on medication safety, reducing hospital-acquired infections, ensuring correct patient identification and providing broader education for patients, families and staff. One of the year's exciting successes was a new computer system called Adverse Drug Outcome Intervention Detection (AVOID), which automatically alerts hospital pharmacists about potentially adverse drug-to-drug or drug-allergy interactions.

Care

YNHH continued to focus on providing patients with a wide array of highly advanced clinical services, investing in new clinical programs, enhancing existing services, and renovating patient care areas to make them more modern, efficient and welcoming. YNHH supported the needs of patients and families by maintaining accessible, advanced facilities and providing comprehensive support services. YNHH continued to ensure a comprehensive, team-based approach to improving clinical quality and service. Centers of excellence this past year included the Yale-New Haven Heart Center, the Yale-New Haven Psychiatric Hospital, oncology services, pediatric services and the emergency department.

This year, YNHH and the Yale University School of Medicine jointly invested more than $8 million to establish three new centers for the treatment of lung cancer, pediatric cardiovascular disease and inflammatory bowel disease. To more effectively meet community needs, the Hospital is planning to open a new Yale-New Haven Shoreline Medical Center in Guilford in 2004, with ambulatory surgery, endoscopy, laboratory and pre-admission services, radiation therapy and emergent and urgent care.

The second year of the Hospital's three-year, $51 million renovation of the South Pavilion was completed, with two medical intensive care units finished and new family waiting areas opened. A two-year clinical laboratory renovation project, to improve efficiency, service and turnaround time, began this year, with the consolidation of the chemistry and hematology laboratories.

In addition to services and facilities, improving patient satisfaction was a high priority in 2002. YNHH significantly increased patient satisfaction scores in the adult and pediatric inpatient services, adult and pediatric emergency department and the outpatient clinics. YNHH was named a winner of the prestigious national Press, Ganey 2002 Compass Award for outstanding improvement in patient satisfaction in its outpatient clinics.

Care in the Community

Helping to meet the needs of the community is a key component of our mission, and as is our tradition, YNHH's community service was felt through its ongoing commitment to care of the medically indigent, advocacy for a variety of public health issues and support of key community services. In 2002, YNHH provided an estimated $55 million for the care of the poor and the uninsured, $17 million for free and uncompensated care and $38 million to make up for the shortfall in caring for patients covered by Medicaid. In fact, in a special issue of Yale-New Haven magazine published in 2002, YNHH outlined some of the benefits it brings the greater New Haven community, including services, programs and investments worth over $381 million a year.

YNHH provided a wide range of community services, including immunizations, prenatal care, well-child care, physical exams for adults, preventive services and screenings, school-based health centers, mental health counseling, support groups, pharmaceuticals and dental services. YNHH also provided support, including financial, technical, in-kind, participation on boards and endorsements, to local not-for-profit providers, health departments and community and mental health clinics.

YNHH and the Greater New Haven Partnership for a Healthy Community, a YNHH-led coalition, concentrated on several community health programs, including a community-wide asthma initiative; children's dental needs; maternal/child health programs; and a federally-funded community access program to coordinate care for uninsured patients through a health information network connecting community health centers and the Hospital.

Health education initiatives over the past year reached thousands of students with programs and services related to health promotion and educational, career exploration and volunteer opportunities. YNHH operated eight school-based health centers and sponsored school partnerships, career exploration and service programs. YNHH also offered health education and prevention programs to the community on numerous issues.
Yale-New Haven Hospital Senior Leadership

(Left to right)

Marvin K. Lender
Chairman of the Board of Trustees

Marna P. Borgstrom
Executive Vice President and COO

Joseph A. Zaccagnino
President and CEO

Peter N. Herbert, M.D.
Chief of Staff
Discipline

In its role as an academic medical center hospital, YNHH also focused on medical education and advancing medical treatment. YNHH sponsored 28 physician residency training programs and co-sponsored, with the Yale School of Medicine, about 40 additional subspecialty residency/fellowship programs. This year, the national association that oversees the residency programs set new national residency guidelines effective in 2004. YNHH led by example in the drive to improve residents’ education and work hours by revamping its surgical residency program, and investing in other health professionals to ease the burden on the new physicians-in-training.

The health care environment remained as challenging as ever, with an increased demand for services coupled with flat or declining reimbursement, escalating costs and increased expectations by consumers, employers and physicians. However, Yale–New Haven maintained its position as the state’s market leader, this year increasing inpatient discharges by 3 percent. Yale–New Haven Children’s Hospital (YNHCH) also led Connecticut in pediatric inpatient cases, treating more than one-quarter of all hospitalized children in the state.

YNHH was able to handle the increased number of patients with existing beds and staff by managing the use of beds and decreasing the length of stay. The decrease had the same effect as a gain of 30 additional beds for the Hospital — the equivalent of an entire patient care unit. In addition, emergency and outpatient visits were also higher than last year.

Along with handling more patients, the Hospital concentrated on improving patient, employee and physician satisfaction and maintaining a positive, attractive employment environment. As a result of these combined efforts, YNHH produced an operating gain of about 3 percent, despite the challenges of the health care environment, permitting the Hospital to continue to invest in upgrading and introducing new patient programs, technology and facilities.

Leadership

The Hospital’s Board of Trustees, clinical leadership and senior management team continued to play critical roles in the organization’s clinical, financial and operating performance, as well as the quality and enhancement of patient care. In October, 2001, Marvin K. Lender was re-elected as chairman of the Board of Trustees, and new trustees included Robert L. Culver, Marion Russell and Peyton R. Patterson.

Clinical leadership was re-energized in several areas. Charles J. Lockwood, M.D., was named chief and chair of obstetrics and gynecology. Peter M. Glazer, M.D., Ph.D., was named chief and chair of therapeutic radiology. Margaret K. Hostetter, M.D., was appointed chief and chair of Pediatrics. Alan E. Kazdin, Ph.D., was named the new director of child psychiatric services at YNHH, and Joseph L. Woolston, M.D., was named acting chief of child psychiatry.

Support from the System

The Yale New Haven Health System (YNHHS) helped the Hospital achieve strong performance by supporting new clinical programs and the effective use of resources. The System includes delivery networks in Bridgeport, Greenwich and New Haven, and affiliate Westerly Hospital in Rhode Island. YNHHS is dedicated to improving the quality and scope of health care services by coordinating and collaborating on patient safety, clinical and service quality and program development, as well as medical education through its relationship with the Yale School of Medicine. The System has successfully fulfilled its original goals by increasingly sharing ideas and best practices, and by coordinating and collaborating on innovative initiatives. It has also demonstrated that the benefits of a system are extensive, continuous and increase with time. YNHHS has helped its members improve their operating performance by increasing revenue, enhancing managed care contracting, reducing expenses by creating economies of scale, improving efficiency, increasing information technology, developing management and clinical leadership, and other tangible benefits. As a result, Yale–New Haven, Bridgeport and Greenwich Hospitals achieved stronger, more sustainable results than would have been possible as independent institutions.

YNHHS also led preparation for the implementation of the Health Insurance Portability and Accountability Act (HIPAA). The System took a leadership role in responding to the events of September 11 by creating a System–level office of emergency preparedness to coordinate efforts to prepare and respond to terrorism incidents.

YNHH’s strong performance during the past year reflects its unwavering dedication to its mission and vision, the continued support of its Board of Trustees, and the dedication, commitment and quality of its medical staff, management team and employees. These factors ensure that Yale–New Haven Hospital will continue to be among the premier academic medical center hospitals in the nation.
Board of Trustees
Comparative Statistics
Management
Medical Staff
Friends and Donors
# Comparative Statistics

## Balance Sheet

<table>
<thead>
<tr>
<th></th>
<th>2002</th>
<th>2001</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current Assets</td>
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<td></td>
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<tr>
<td>Cash</td>
<td>$14,765</td>
<td>$14,576</td>
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<tr>
<td>Marketable Securities</td>
<td>114,091</td>
<td>110,387</td>
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<tr>
<td>Accounts Receivable (Net)</td>
<td>92,800</td>
<td>91,069</td>
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<tr>
<td>All Other Current Assets</td>
<td>23,141</td>
<td>32,454</td>
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<td><strong>Total Current Assets</strong></td>
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<td><strong>248,486</strong></td>
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<td>Assets Limited As to Use</td>
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<tr>
<td>Board Designated Funds</td>
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<tr>
<td>for Plant Improvement and Expansion</td>
<td>127,931</td>
<td>115,704</td>
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<td>Beneficial Interest in Perpetual Trusts</td>
<td>10,752</td>
<td>12,259</td>
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<td>Escrow Funds for Long Term Debt</td>
<td>668</td>
<td>992</td>
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<tr>
<td><strong>Total</strong></td>
<td>139,351</td>
<td>128,955</td>
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<tr>
<td>Long Term Investments</td>
<td>105,196</td>
<td>115,156</td>
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<td>All Other Assets</td>
<td>29,402</td>
<td>22,100</td>
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<tr>
<td>Property, Plant and Equipment (Net)</td>
<td>229,523</td>
<td>229,927</td>
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<tr>
<td>Construction in Progress</td>
<td>19,611</td>
<td>14,613</td>
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<tr>
<td><strong>Total Assets</strong></td>
<td><strong>$767,880</strong></td>
<td><strong>$759,237</strong></td>
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<tr>
<td><strong>Liabilities and Net Assets</strong></td>
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</tr>
<tr>
<td>Current Liabilities</td>
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<tr>
<td>Accounts Payable</td>
<td>28,642</td>
<td>28,568</td>
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<tr>
<td>Accrued Expenses</td>
<td>68,172</td>
<td>63,195</td>
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<td>Other Liabilities</td>
<td>14,369</td>
<td>19,118</td>
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<tr>
<td>Current Portion of Long Term Debt</td>
<td>3,995</td>
<td>3,870</td>
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<tr>
<td><strong>Total Current Liabilities</strong></td>
<td><strong>115,178</strong></td>
<td><strong>114,751</strong></td>
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<tr>
<td>Long-Term Debt, Less Current Portion</td>
<td>124,830</td>
<td>129,120</td>
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<td>Accrued Post Retirement Benefits other than Pensions</td>
<td>28,644</td>
<td>27,276</td>
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<td>Other Long Term Liabilities</td>
<td>62,347</td>
<td>64,017</td>
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<td><strong>Total Liabilities</strong></td>
<td><strong>330,999</strong></td>
<td><strong>335,164</strong></td>
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<td>Net Assets</td>
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<tr>
<td>Unrestricted</td>
<td>326,879</td>
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<td>Temporarily Restricted</td>
<td>83,918</td>
<td>88,532</td>
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<td>Permanently Restricted</td>
<td>26,084</td>
<td>27,092</td>
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<td><strong>Total Net Assets</strong></td>
<td><strong>436,881</strong></td>
<td><strong>424,073</strong></td>
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<tr>
<td><strong>Total Liabilities and Fund Balance</strong></td>
<td><strong>$767,880</strong></td>
<td><strong>$759,237</strong></td>
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## Comparative Statistics

### Statement of Operations

<table>
<thead>
<tr>
<th></th>
<th>September 30</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2002</td>
<td>2001</td>
</tr>
<tr>
<td><strong>Operating Revenue</strong></td>
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<tr>
<td>Net Patient Service Revenue</td>
<td>$577,371</td>
<td>$532,566</td>
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<tr>
<td>Other Revenue</td>
<td>3,387</td>
<td>1,381</td>
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<tr>
<td>Total Operating Revenue</td>
<td>580,758</td>
<td>533,947</td>
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<tr>
<td><strong>Operating Expenses</strong></td>
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<td></td>
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<tr>
<td>Salaries and Benefits</td>
<td>326,836</td>
<td>300,944</td>
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<tr>
<td>Supplies and Other Expenses</td>
<td>249,631</td>
<td>238,229</td>
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<tr>
<td>Depreciation and Amortization</td>
<td>28,941</td>
<td>28,372</td>
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<tr>
<td>Bad Debts</td>
<td>3,070</td>
<td>3,379</td>
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<tr>
<td>Interest</td>
<td>7,496</td>
<td>7,745</td>
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<tr>
<td>Total Operating Expenses</td>
<td>615,974</td>
<td>578,669</td>
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<tr>
<td>Recovery of Expenses from Grants and Other Institutions</td>
<td>(52,930)</td>
<td>(50,442)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>563,044</td>
<td>528,227</td>
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<tr>
<td><strong>Operating Gain Available for Debt and Capital Needs</strong></td>
<td>17,714</td>
<td>5,720</td>
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<tr>
<td>Clinical Development Fund</td>
<td>(5,750)</td>
<td>(5,750)</td>
</tr>
<tr>
<td>Debt Repayment</td>
<td>(3,995)</td>
<td>(3,870)</td>
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<tr>
<td><strong>Balance for Equipment Replacement and New Technology</strong></td>
<td>$7,969</td>
<td>$(3,900)</td>
</tr>
</tbody>
</table>

### Outpatient Clinic Visits

<table>
<thead>
<tr>
<th></th>
<th>Year Ended September 30</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2002</td>
<td>2001</td>
</tr>
<tr>
<td><strong>Outpatient Clinic Visits</strong></td>
<td></td>
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</tr>
<tr>
<td>Primary Care Center</td>
<td>42,044</td>
<td>41,311</td>
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<tr>
<td>Women's Center</td>
<td>59,038</td>
<td>56,335</td>
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<tr>
<td>Medicine</td>
<td>84,221</td>
<td>81,337</td>
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<tr>
<td>Ophthalmology</td>
<td>22,257</td>
<td>20,514</td>
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<tr>
<td>Surgery</td>
<td>23,211</td>
<td>22,599</td>
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<tr>
<td>Pediatrics</td>
<td>30,467</td>
<td>27,224</td>
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<tr>
<td>Dermatology</td>
<td>16,484</td>
<td>17,317</td>
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<td>Otolaryngology</td>
<td>10,891</td>
<td>8,930</td>
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<tr>
<td>Orthopedic</td>
<td>20,301</td>
<td>21,427</td>
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<td>Dental</td>
<td>5,932</td>
<td>5,846</td>
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<tr>
<td>Urology</td>
<td>7,491</td>
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<td>School Based Clinics</td>
<td>9,068</td>
<td>9,386</td>
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<tr>
<td><strong>Total Outpatient Clinic Visits</strong></td>
<td>331,405</td>
<td>319,345</td>
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<tr>
<td>Emergency Services</td>
<td>91,259</td>
<td>86,641</td>
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<tr>
<td>Occupational Health</td>
<td>17,626</td>
<td>17,236</td>
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<tr>
<td><strong>Total Outpatient Visits</strong></td>
<td>440,290</td>
<td>423,222</td>
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### Inpatient Statistics

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<th>Year Ended September 30</th>
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<tbody>
<tr>
<td></td>
<td>2002</td>
<td>2001</td>
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<tr>
<td><strong>Inpatient</strong></td>
<td></td>
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<tr>
<td>Adults</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Medical</td>
<td>25,958</td>
<td>24,606</td>
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<tr>
<td>Surgical</td>
<td>8,217</td>
<td>8,001</td>
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<tr>
<td><strong>Total Adults</strong></td>
<td>34,175</td>
<td>32,607</td>
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<tr>
<td>Total Pediatrics</td>
<td>4,583</td>
<td>4,741</td>
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<tr>
<td>Total Newborn</td>
<td>4,758</td>
<td>4,718</td>
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<tr>
<td><strong>Total Inpatient</strong></td>
<td>43,516</td>
<td>42,066</td>
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</tbody>
</table>
## Comparative Statistics

### General Information Summary

<table>
<thead>
<tr>
<th></th>
<th>Year Ended September 30</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2002</td>
<td>2001</td>
</tr>
<tr>
<td>Number of Patients Discharged</td>
<td>43,516</td>
<td>42,066</td>
</tr>
<tr>
<td>Patient Days of Care Provided</td>
<td>236,162</td>
<td>238,852</td>
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<tr>
<td>Average Length of Stay</td>
<td>5.43</td>
<td>5.68</td>
</tr>
<tr>
<td>Average Daily Patient Census</td>
<td>647</td>
<td>654</td>
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<tr>
<td>Volunteer Hours Donated</td>
<td>88,070</td>
<td>84,769</td>
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### Selected Diagnostic and Therapeutic Services

<table>
<thead>
<tr>
<th></th>
<th>Year Ended September 30</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>2002</td>
</tr>
<tr>
<td>Cardiology Procedures</td>
<td></td>
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<td>PTCA</td>
<td>1,708</td>
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<tr>
<td>Diagnostic Catheterization</td>
<td>3,277</td>
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<tr>
<td>Electrophysiology Studies</td>
<td>2,005</td>
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<tr>
<td>AICD (Defibrillator)</td>
<td>294</td>
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<tr>
<td>Pacemakers</td>
<td>635</td>
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<tr>
<td>Diagnostic Imaging</td>
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<tr>
<td>CT Scan</td>
<td>48,544</td>
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<td>MRI</td>
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<td>Nuclear Medicine</td>
<td>18,524</td>
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<tr>
<td>Ultrasound</td>
<td>51,034</td>
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<td>X-ray</td>
<td>164,592</td>
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<tr>
<td>Laboratory Procedures</td>
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<tr>
<td>Blood Bank</td>
<td>235,494</td>
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<tr>
<td>Clinical Chemistry</td>
<td>2,823,216</td>
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<td>Clinical Virology</td>
<td>80,352</td>
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<tr>
<td>Hematology</td>
<td>550,903</td>
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<td>Immunology/Prenatal Testing</td>
<td>98,491</td>
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<td>Microbiology</td>
<td>201,847</td>
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<td>Pheresis Transfusion Center</td>
<td>7,492</td>
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<tr>
<td>Radiation Therapy Treatments</td>
<td>18,089</td>
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<td>Rehabilitation Services Treatments</td>
<td>47,805</td>
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<tr>
<td>Respiratory Care Ventilator Hours</td>
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<tr>
<td>Surgery</td>
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<tr>
<td>Inpatient Cases</td>
<td>11,512</td>
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<tr>
<td>Outpatient Cases</td>
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</table>

### Philanthropic and other Support

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<th>Year Ended September 30</th>
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</tr>
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<tbody>
<tr>
<td></td>
<td>2002</td>
<td>2001</td>
</tr>
<tr>
<td>Charitable Contributions</td>
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<tr>
<td>Medical Equipment Fund</td>
<td>$ 322</td>
<td>$ 560</td>
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<td>Fund for Care of the Indigent</td>
<td>483</td>
<td>582</td>
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<tr>
<td>Other Gifts</td>
<td>6,221</td>
<td>5,778</td>
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<tr>
<td>Subtotal</td>
<td>7,026</td>
<td>6,920</td>
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<tr>
<td>Income and Appreciation on Invested Funds</td>
<td>24,667</td>
<td>13,256</td>
</tr>
<tr>
<td>Total Philanthropic and Other Support</td>
<td>$ 31,693</td>
<td>$ 20,176</td>
</tr>
</tbody>
</table>
As of September 30, 2002

Management

Administrative Departments

Admitting
Carol Holland

Bed Resources
Victor Morris, M.D.

Clinical Laboratories
Denise Fiore

Clinical Quality
Thomas Balcezak, M.D.

Clinical Systems and Support
Howard Goldberg

Compensation and Benefits
Joan Moon-Koehler

Day Care Center
Jody Platner

Decision Support and Management Systems
Charles Torre, Jr.

Diagnostic Imaging
Stephen Bencivengo

Emergency Services
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Robert Chuang, R.N.

Environmental Services
Kent Zergiebel

Epidemiology
Louise Dembry, M.D.

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C. Bradford Bevers

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Lisa Strada

Food and Nutritional Services
Melissa Zelazny

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Laura Macaluso

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Sarah Cohn, Esq.

Materials Management
Carlos Lourenco

Occupational Health Services
Mark Russi, M.D.

Perioperative Services
Brooke Karlsen, R.N.

Quality Assurance
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Harry Nicholls

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Carolyn Salsgiver

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Nicholas Papale

Recruitment and Staffing
Nancy Collins

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Rev. Margaret Lewis

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Michael Parisi

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Paula Crambie

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- Arun Kalyanpur
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- Thomas R. McCauley
- Bruce L. McClennan
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Michael S. Blum
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Henry S. Cabin
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Michael W. Cleman
Lawrence S. Cohen
Lawrence S. Cohen
Daniel Robert Goldstein
Leonard E. Grauer
Eric M. Grubman
Samuel Sungup Hahn
Howard L. Haronion
Jack Hauser
Glenn A. Henry
Christopher J.A. Howes
Peter R. Huvelle
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Conrad Carl Jaffe
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Jeffrey Kegele
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Harlan M. Krumholz
Rachel Lampert
Robert E. Lebson
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Mark A. Marrieb
Robert McNamara
Craig A. McPherson
Sandip K. Mukherjee
Jeremy I. Nadelmann
Ron Nudel
Steven E. Pfau
Daniel M. Philbin
Daniel Thomas Price
Martha J. Radford
Alan M. Radoff
Michael S. Remetz
James H. Revkin
Donald M. Rocklin

Lynda E. Rosenfeld
Raymond R. Russell
Kerry S. Russell
Mehran M. Sadeghi
Mark H. Schoenfeld
Arthur O. Seltzer
John F. Setaro
Albert J. Sinusas
Robert Soufer
Peter A. Soukas
Brian C. Swirsky
Edward R. Tuohy
Nathaniel L. Valin
Stephen C. Widman
Prescott Stuart Wiske
Steven Wolfson
Lawrence H. Young
Barry L. Zaret

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Robert J. Ardesia
Andre E. Ghantous
Mark S. Grogan
Cornelia Keszler
Clifford R. Kramer
Inku K. Lee
Robert Francis Morrison
W. Neil Pearson
Arumbakam Purushotham
Edgardo P. Ragaza
Andrew M. Rashkow
Kenneth V. Schwartz
Henry Ward

HONORARY
Gilbert F. Hogan
S. Jack Landau

VISITING
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Earl L. Baker
Jeffrey Banker
Christopher A. Clyne
Victor K. DeDios
Lambros E. Siderides
Harry R. Aslanian

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Henry J. Binder

ASSOCIATE SECTION CHIEF
John W. Dobbins

ATTENDING
Robert M. Aaronson
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Michael Charles Bennick
Michael Blum
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<table>
<thead>
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<th>Category</th>
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<td>Honorary</td>
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<td>Residents</td>
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<td>Clinical Fellows</td>
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<td><strong>Total</strong></td>
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</table>

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The notion of philanthropy, or “love of human kind,” continues to distinguish us and propel our efforts. Then — and now — the citizens of the community were called upon to support our Hospital, and then — and now — the citizens of our community respond with generous financial support. From Dr. Jonathan Knight and the other founders who pledged a portion of their income to support the new hospital to the child who, last year, donated his birthday money to Yale-New Haven Hospital, our generous, visionary friends have been an integral part of Yale-New Haven’s 176-year history.

In celebration of those who continue the legacy of generosity and have made so important an impact on our mission of serving our community’s clinical needs — generous friends, patients, medical staff, employees and community leaders — we thank you for your support in fiscal year 2002, between October 1, 2001 and September 30, 2002.

Listed are individuals, corporations, foundations and organizations that made a gift of $100 or more during this period.

Your generosity has helped Yale-New Haven Hospital in its quest of its mission, and will propel us. Our sincere appreciation to you.
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<tr>
<th>Amount</th>
<th>Donors</th>
</tr>
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<td>$100,000 and over</td>
<td>Anonymous, Mahlon H. Marlin Trust, Mary M. Marlin Trust, Estate of Mildred Z. Partyka, Raje</td>
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<td>$50,000 to $99,999</td>
<td>Treadwell L. Jude Trust, Estate of Abraham Bettigole, John Day Jackson Trust, McCurdy Family Charitable Trust, Philip L. Stark, Estate of R. C. Taylor, Jr., Mr. and Mrs. Joseph A. Zaccagnino, Mr. and Mrs. James D. Zielinski</td>
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<tr>
<td>$25,000 to $49,999</td>
<td>Anonymous, Estate of R. C. Taylor, Jr., Mr. and Mrs. Joseph A. Zaccagnino, Mr. and Mrs. James D. Zielinski, Estate of Catherine O'Dwyer, Samuel Palmer Trust, Sara J. Weinheimer Foundation, Pete Wright</td>
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<tr>
<td>$600 to $999</td>
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- You are more likely to comply with drug or treatment regimen;
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- You are more prepared for the physician/hospital experience;
- You are more confident in the ability to manage your own care;
- You are more likely to request and benefit from family support;
- You become an expert in your own illness.
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- To receive appropriate, considerate, respectful care, regardless of the source of the payment;
- To be cared for in a safe setting, free from all forms of abuse or harassment;
- Privacy and confidentiality;
- To be given appropriate assessment and management of pain;
- To know who is providing your care.
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- To have your family and your physician notified if you are admitted to the hospital;
- To receive a full explanation of your care, including diagnosis, treatment and prognosis, in terms you can understand;
- To make informed decisions and give informed consent or refusal prior to initiation of certain procedures or treatments, including experimental treatments;
- To communication in a language you can understand and access to communication with others.
What are your rights as a patient?

- To make advance directives and/or refuse treatment to the extent permitted by law;
- To have emotional and spiritual support;
- To be free from seclusion and restraints, unless medically necessary;
- To receive an explanation of your hospital bill;
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- People with chronic health problems;
- People with multiple medical problems;
- People who are living with readily correctible conditions;
- People who are dealing with the medical needs of their children or their aging parents.
Who benefits from advanced health care?

- Elderly people who feel their problems arise from aging;
- Newly diagnosed patients who need to learn as much as possible about their illness;
- People who are uncertain or confused about their diagnosis or treatment plan;
- People whose problems or conditions are not responding to their current treatment.
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  - **Jeffrey Ponzio**: Well-known in the community.
  - **William M. Popolizio**: A notable figure in the field, with donations to the Yale-New Haven Hospital.
  - **Paul Rosenthal**: Recognized for his contributions.
  - **Charles Newton Schenck**: A notable contributor to the hospital.

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T. and W. Skorzynski
Yale-New Haven Hospital, Volunteer Services/Patient Relations
Gloria Zaleski

What are the benefits of advanced medicine?

- You are more likely to receive appropriate, comprehensive health information;
- You are more likely to be correctly diagnosed sooner;
- You are more likely to be treated correctly the first time;
- You are more likely to recover more quickly.
Gifts in Kind

Charlene Accurso
Accustandard, Inc.
Adams Golf, Inc.
Mary Addario
Allusions Hair Salon
The Alvarez-Reeves Family
Joan Amatruda
American Lecithin Company
Ames Foundation, Inc.
Amity Wine & Spirit Company
Henry Anderson
Angel's Gift Shop
Edward Angeletti
Anonymous
Anthem Blue Cross Blue Shield
Peter Arrison
Aspetuck Valley Apple Barn
Atlanta Falcons Football Club
Avanti Hair Design
Steven Bachleda
Diana R. Badamo
The Ball Family
Bally Total Fitness Corporation
Bank of Southern Connecticut
Sandra R. Barberio
Barrie Limited Booters
Jamie Barry
Barry's Bakery
Donald Bashak
Susan Bassett
Bayer Corporation
Beachhead Restaurant
Beardsley Zoo
Beaux Visages European
Skin Care Centers
Beecher Road School PTO
Ken Beemer & Tyler Too!
Carolyn Belmonte
Betsy Ross Cooperative Nursery School
Bic Corporation
Bigelow Teas
Billy's Bakery
Bittersweet Glassworks
Black Rock Castle
Patty Blecker
Blessed Sacrament Church
Blue Fox Enterprises
Bob's Stores
M. Sandy Bogucki, M.D., Ph.D.
Bonsai Society of Greater New Haven
The Boren Family
Boston Bruins Community
Relations Offices
Boston Post Roadhouse Grille
Boston Red Sox
Boutique De Jolie Madame
Christopher Bowles and Friends
Breitling USA
Bridgeport Holiday Inn
Broadway Cleaners
Jenny Brown
Bud's Fish Market
Busch Gardens Tampa Bay
By The Sea Inn & Spa
Cadette Girl Scout Troop
Cafe Atlantique
Candlelighters Childhood Cancer Support Group
The Canvas Patch
Capital City Car Club
Carbonella and DeSarbo
Mr. and Mrs. Dennis Caruso
Julie Cassidy
Chabaso Bakery
Chameleon European Skin Care
Chaves Nice & Fresh Cookies
Cheri's A Salon
Dawn Child
The Chordas Family
Adam Chusid
Circuit City Foundation
Claire's Corner Copia
Close to the Edge
Coach Distribution
Coca-Cola
Christopher C. Cogguillo, D.D.S.
Commonwealth Land/Title Insurance
The Concord Resort and Golf Club
Congregation Mishkan Israel
Connecticut Sports Foundation, Inc.
Consiglio's Restaurant
Costco Wholesale
Craniun
Richard Criscuolo
Tina Crispens
CT Parent Magazine
Cub Scout Pack 424
Cuginos
Curious Kids Toy Store
Chad Dammling
Charles Dammling
Darien Golf Center
Andrew DeMusis
Dolores DePalma
Discovery Museum and Planetarium
Diversified Technology Consultants
The Doll Crafters
The Donath Family
Duffy's Tavern
Dunkin Donuts
Audra Dyckman
East Haven Fire Department
Eddie Bauer
Kelly A. Edwards
Eli Lilly and Company
Eli Whitney Regional Vocational Technical School
Elm City Cruisers
Endlerman's Gallery
Energy Brands
Joseph Erdos and Family
ESPN
Fairfield Police Benevolent Association
Faith United Methodist Church
George Fappiano
Lisa Federico
Ferrucci LTD, Inc.
The Festa Family
Stephen Festa and Family
First Congregational Church
Vinta Forest
Four Seasons Golf Club
Foxwoods Resort and Casino
Frances Pastry of Trumbull
Frank Pepe Pizzeria Napoletana
Fred Astaire Dance Studio
The French Family
Friendship Force International
Future Business Leaders of America
Gabels Wine Shop
Ann C. Gamauf
David Gannon
Maria Garcia
Gaylord Hospital
Gem Jewelry
General Electric Corporation
Giant Golf Company
The Giants Foundation, Inc.
Girl Scout Brownie Troop 1087
Girl Scout Brownie Troop 5176
Girl Scout Troop 58
Girl Scout Troop 176
Girl Scouts of Southwest Council
The Glass Basket
Glen Terrace Flower & Gift Shop
Mary Jane Godfrey
Golf Center of Connecticut
Golfers Warehouse, Hartford
Golfers Warehouse, Orange
Gifts in Kind

The Hartford Remittance Oper. Center
Health Net of the Northeast, Inc.
Joanne Hoffman
Robert Isleib
Joseph Jamie
Jeffrey's Restaurant
Jenny Harrigan
JMP Group, Inc.
Jo Davi...A Salon
Janice Judd
Julia's Bakery
The Kahl Family
Karma
Ann Karpinovich
Edson Kayser
KB Toy Liquidators
KB Toy Works
Denis Kellener
Killington Peak
Kimberly-Clark Corporation
Kings of Newtown Restaurant
Knights of Columbus

Robert Knipe and Family
Knowledge Learning Corporation
Ladies Professional Golf Association
La Moda
Land Rover Guilford
Laura Bazante Salon
Le Chateau Restaurant Francais
The Learning Game
Deborah Lechner
The Lee Family
Legal Professionals of Connecticut
Lexington Gardens of Newtown
The Light and Glory
Lighthouse Coffee & Ice Cream
Lighthouse Inn Resort and Conference Center
Longmeadow Elementary School
Barbara and Carleton Loucks
Lucian's Greenhouse
Lupe's Drug Store
Patricia Lussier
Lyman Orchards
Mackenzie's Pharmacy
Macy's Employee Volunteer Program
Marie's Sandwich Shop
Marquis Crown Theatres
Marshall-Browning International
Debra Martorelli
Massage Works Therapeutic Massage Center, LLC
Robert Massey
Matchbox Forum
Mattel, Inc.
Maxwell's Oyster Bar/Grille
Maya & Associates, P.C.
Anna K. McBriarty
Carolyn Meloling
Mercuro's, Inc.
Mi1ano's Gourmet Deli & Catering
Milo Products
Mohegan Sun
Mamaqugin School, Little Sea Stars
Mr. Joseph's Hair Surgeons
The Mulligan Shop
Paul Murano
John Murphy
Mutual of Omaha
Michael Naylor
NBC News Today Show
New England Video, LTD
New Haven Emblem Club 47
New Haven Ravens
New Haven Savings Bank
New Haven Ski Club
New Haven Travel Service
New World Marketing Group
New York Knicks

Robert Knipe and Family
Knowledge Learning Corporation
Ladies Professional Golf Association
La Moda
Land Rover Guilford
Laura Bazante Salon
Le Chateau Restaurant Francais
The Learning Game
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NBC News Today Show
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New Haven Emblem Club 47
New Haven Ravens
New Haven Savings Bank
New Haven Ski Club
New Haven Travel Service
New World Marketing Group
New York Knicks

New York Mets
New York Yankees
NCG Worldwide
No Pudge! Food, Inc.
Ann Nyberg
The O'Connell Family
Oaklane Country Club
Krista Ogonowski
Old Stone Church
Old Towne Restaurant
Olde Blue Bird Inn
Organic Market
Ottawa Senators Hockey Club
Overbrook Early Learning Center
Oyster & Pearl
Pad Thai Restaurant
Panda House
Pantalena's Appliance Center
Janet Parkosewich, R.N.
Parrot Head Club of Connecticut
Pasta Fair Restaurant
Pasta Garden
Huned S. Patwa, M.D.
The Peck Place School
Pediatric Dentistry Associates
The Pedoni Family
Pep Boys
Pequot Golf Course
Carmen Peralta
Perrier Group of America
Perrotti's of Wooster Street
Petland Discounts
Phil's Salon
Philips Optical
Phillip Bruce Salon
Marcel Piekarski
Pipeline Petroleum
Plantations, Inc.
Plaza Diner & Restaurant
Point Sebago Resort
Saul Pollock
Pomperaug Regional High School
Christopher Ponzio
Possessions
Prihillian Club
Promotion Fulfillment Corporation
Ariene and Philip Guaranta
Quassy Amusement Park
Quick Center for the Arts
Eric Quinlan
R.J. Julia Booksellers
R.C. Bigelow, Inc.
Racebrook Shoes
Raggs Fashion for Men
Rainbow Cafe
Rainbow Connection Day Care
Rainbow Gardens
Gifts in Kind and Matching Gifts

Ann Ramos
Red Barn
Remington Products Company
Ridgefield Academy
Rock Hill Elementary School PTO
Michelle Romanella
Ronald McDonald House
Susan Rossanese
Roush Racing
Saint-Tropez Bistro Francais
The Salon, LLC
Salton Sample
Isabelle Schulz
Scout Pack 18 Shoreline Council
SE CT Chapter Chief Petty Officer Association
Seagram Americas
Sergio Franchi Music
Seven Country Ducks
Daniel Shields
Shore Publishing, LLC
Shubert Theatre
Side Street Grille
The Garrett B. Smith Foundation
SNET Yellow Pages
Kostas Sousoulas
Southwest Airlines, Mid-Atlantic Region
Spalding Sports Worldwide, Inc.
Matthew Spector
Patti Squeglia
St. Paul’s Episcopal Church
Star Auto Repair and Tires
Star Distributors, Inc.
Stew Leonard’s
Stony Creek Carriage
Story People
Charlotte Stroili
Subway Corporation
Sunset Limousines
Supercuts
Swiss Army Brands, Inc.
T. L. Cannon Management Corporation
O. C. Tanner
Telephone Pioneers of America
Temporary Labor of New Haven
Three Bears Restaurant
Timemed Labeling Systems, Inc.
Tony’s Auto Body, Boy Scout Troop 925
Towers Perrin Reinsurance
Town Fair Tire
Toys “R” Us
Tracey Energy Services, LLC
Trader Joe’s
Tri-Town Youth Services
Tycoons Restaurant
United States District Court
United States Marine Corp
US Open
Valley Regional High School
Villarina’s Pasta & More
Mr. and Mrs. Barry J. Vine
Michael Visconti
Waterbury Parks and Recreation Department
Watrous Nursing Center
Webster Bank
Jack Welch
William Welles
Wellington Restaurant
West Woods School
Westport Country Playhouse
Cassie and Allie White
Rachel White
Wild Oats Natural Marketplace
Willoughby’s Coffee and Teas
World Heart, Inc.
World Wrestling Federation Entertainment
WTNH-TV
Yale Golf Course
Yale-New Haven Hospital, Continuing Care Unit
Yale-New Haven Hospital, Dept. of Laboratory Medicine
Yale-New Haven Hospital, Dept. of Diagnostic Imaging
Yale-New Haven Hospital, Dept. of Diagnostic Radiology
Yale-New Haven Hospital, Dept. of Food and Nutrition
Yale-New Haven Hospital, Human Resources
Yale-New Haven Hospital, Payroll
Yale-New Haven Hospital, Public Relations
Yalesville United Methodist Churchwomen
YNHH Business System Information Project
YZ Enterprises, Inc.
Tracy Zabin
Lucian Zingarella

Matching Gift Companies

- Allstate Giving Campaign
- American Express Matching Gift Program
- The Commonwealth Fund
- IBM Corporation Matching Grants Program
- ING Foundation
- The J. P. Morgan Chase Foundation Matching Gift Program
- Johnson & Johnson Family of Companies
- Merck Company Foundation Matching Gift Program
- Pfizer Foundation Matching Gifts Program
- Schering-Plough Foundation
- Sony Corporation of America
- The St. Paul Companies, Inc. Foundation
- United Technologies Matching Gifts Program

What are the benefits of advanced medicine?

- A patient is more likely to understand potential side effects of drugs and treatments;
- A patient is less likely to have to switch doctors;
- When unexpected/uncommon complications appear, a patient is less likely to need a transfer to a hospital that provides advanced medicine;
- A patient has more confidence and peace of mind.
Making the Right Choice
Fact Sheets

For free copies of our Making the Right Choice Fact Sheets, call:
203-688-2000 or toll-free: 1-888-700-6543

- When Should You Seek Advanced Medicine?
- Getting a Good Second Opinion
- Are You an Expert in Your Own Illness?
- How To Avoid Medication Errors
- When To Initiate a Hospital Transfer
- What To Do if You Have Multiple Medical Problems
- Can Complementary Therapy Help You Recover Faster from Heart Problems?
- Should You Participate in a Clinical Trial?
- Overly Sensitive to Pain? Your Choice of Hospital for Surgery Can Reduce Your Pain
- Do You Have A Rare Disease?
- Reducing Pain from Surgery: What a Parent Should Know
- Dealing With the Stress of a Hospitalized Family Member
- Should You Be on a Patient Pathway?
- Patient Safety: Staying Safe in the Hospital
- Managing Pain in the Hospital
- Second Operations: What You Should Know
- How to Prevent and Solve Hospital Billing Problems
- Pain in the Emergency Department: The Right Hospital Will Treat Pain Properly
- Speak Up about Complementary and Alternative Therapies
- Pediatric Patient Safety: Keeping Children Safe in the Hospital
Philanthropy, or "love of human kind," has been a shaping force at Yale-New Haven Hospital for nearly two centuries. The citizens of this community have long been called upon to support our Hospital, and they have responded with warmth and generosity. From Dr. Jonathan Knight and the other founders who pledged a portion of their income to support the new hospital back in 1826 to the child who, last year, donated his birthday money to Yale-New Haven Hospital, our friends and supporters have served as a beacon to others who might be similarly inspired to give of themselves.

Thank you to everyone who made a gift to Yale-New Haven Hospital in 2002. Whether you choose Yale-New Haven Hospital for your health care or for your philanthropy, we appreciate your faith in us. We will continue to strive to be the right hospital for you and those you love.

If you would like to make a donation to Yale-New Haven Hospital, please use the enclosed donation card or contact:

Yale-New Haven Hospital Office of Development
P.O. Box 1849
New Haven, CT 06508-1849
or 203-688-YNHH (9644)
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