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Yale New Haven Hospital

Name of Health Delivery Organization

20 York Street

Mailing Address

New Haven, CT 06511

City, State, Zip Code

Ms. Kyle L. Ballou, Esq.

Executive Director

Name of Contact (Mr. Ms. Mrs.)

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Title

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My health delivery organization is a (check one):

- Hospital Health System Integrated Network Community Partnership Other

Primary type of community:

- Urban Rural Suburban Mix

References

Please list three (3) individuals who can be contacted to provide reference information about:

(a) the commitment of the health delivery organization to community service and (b) the impact of the applicant's community service initiatives.

Erik Clemons CEO & President CT Center for Arts & Technology

Name of Reference

Title

Organization

New Haven, CT (203) 823-9823

Community Partner

City, State, Phone

Relationship to Health Care Organization

Alison Cunningham CEO

CEO

Columbus House, Inc.

Name of Reference

Title

Organization

New Haven, CT (203) 401-4400

Community Partner

City, State, Phone

Relationship to Health Care Organization

Jennifer Health President & CEO

President & CEO

United Way, Greater New Haven

Name of Reference

Title

Organization

New Haven, CT (203) 691-4226

Community Partner

City, State, Phone

Relationship to Health Care Organization

Checklist

Be sure to include:

- Complete application (including cover page)
- Audited financial statement
- Most recent annual report and/or community benefit report
- Current board of directors/trustees list

Signatures

In submitting this application, we give the American Hospital Association permission to use and disseminate the information contained herein except the audited financial statements.

Chief Executive Officer

Richard D'Aquila

Type or Print Name

Board of Trustees Chair

Mary C. Farrell

Type or Print Name

Chief Medical Officer

Thomas J. Balcezak, MD

Type or Print Name

Application Contact Person

Kyle L. Ballou, Esq.

Type or Print Name

2: Executive Summary

Yale New Haven Hospital (YNHH) respectfully submits its application for the 2017 Foster G. McGaw Prize for Excellence in Community Service. As a primary university teaching hospital, and a community safety net hospital in the heart of a diverse city, outreach and service always have been natural cornerstones of our mission. While Connecticut is often considered the wealthiest state in the country, New Haven, by contrast, is often cited as one of the 20 poorest cities of its size in the United States. As a key community resource—healthcare provider, major employer and purchaser of goods and services—our hospital has a commitment to supporting the Greater New Haven area in myriad ways.

YNHH was established in 1826 as a 13-bed facility to care for the poor. One hundred and ninety years we have found ourselves seeking new ways to address the needs of our patients, friends and neighbors in an increasingly complex world. It can be a challenge to harness our advances in medicine and our resources in efficient ways to serve the people and neighborhoods that surround us. Much careful consideration and study went into the development of the programs highlighted in this application.

We are especially proud of our accomplishments with the following five multi-part initiatives:

- **Nurturing Healthy Kids:** YNHH, as the leading healthcare institution in Greater New Haven, demonstrates its longtime commitment to families—especially mothers and children—by providing a variety of wide-ranging programs. Working within our diverse urban surroundings, the hospital partners with parents to support healthy children through initiatives both within the hospital and in the community. These include: Me & My Baby; Healthy Start; Pediatric Dental Center; Supplemental Infant Program; and School-Based Health Centers.
- **Creating Educational Opportunities:** Yale New Haven Hospital partners with local schools and colleges to develop innovative programs that engage both students and parents. These prepare students for careers in health care and other in-demand professions. These include: School-to-Career Internship Program; New Haven Promise: Partnership; Minority Nursing & Allied Health Scholarships; and the Gateway Community College Nursing Program.
- **Revitalizing Our Neighborhoods:** Since 2005 YNHH has initiated programs to revitalize the neighborhoods where the hospital is situated. We also participate in public and private projects that provide affordable housing and promote safe, healthy living conditions for families. These include: Habitat for Humanity; Lead Poisoning and Regional Treatment Center; and HOME Program
- **Working to End Homelessness:** The city of New Haven has the highest concentration of both individuals and families in shelters in Connecticut. Yale New Haven is just one of many local and statewide partners in a continuum of community-based collaborators to help mitigate the risks to persons experiencing homelessness. Efforts include: the Medical Respite program; Overnight Warming Centers; and the Coordinated Access Network.
- **Partnering with Local Recruiters:** Like many cities across the country, New Haven and its diverse workforce have experienced difficult times during the economic downturn. YNHH has responded by increasing our outreach efforts to recruit and hire qualified local individuals for hospital positions. We also have partnered with a number of local recruiting and job-training organizations to participate in job fairs and to assist in preparing unemployed and hard-to-employ people for the challenging, competitive job-seeking process. Among these efforts are: Career Resources; Workforce Alliance; Connecticut Center for Arts and Technology (ConnCAT); and New Haven Works.

3: Overview of the Yale-New Haven Organization

Yale New Haven Hospital is a world-renowned medical center that consistently ranks among the best hospitals in the United States. When it opened, it was the first hospital in Connecticut and the fourth hospital in the U.S. Today it is the flagship hospital of the Yale New Haven Health System, Connecticut's largest healthcare delivery organization. YNHH is a 1,541-bed tertiary referral medical center that also includes Yale New Haven Children's Hospital and Yale New Haven Psychiatric Hospital. In 2009, YNHH opened Smilow Cancer Hospital, the most comprehensive cancer care facility between Boston and New York City. In 2012 YNHH acquired the financially-unstable Hospital of Saint Raphael in an effort to maintain the city's healthcare safety net and preserve jobs and access to care for the region's residents.

YNHH relies on the skills of more than 12,000 employees, including 4,300 registered nurses, 4,500 university and community physicians and advanced practitioners, and more than 600 resident physicians, practicing in more than 100 medical specialties. Twenty-two percent of the hospital's employees are New Haven residents.

For Yale New Haven Hospital, 2016 was an unprecedented year. Clinical integration between the two campuses of YNHH continues to be a main focus area having closed upon the acquisition of the Hospital of Saint Raphael in 2012. The collective efforts of the staff and employees proved successful as Yale New Haven demonstrate strong financial performance, including operating costs savings of over \$291 million, while caring for a record number of inpatients and outpatients, enhancing clinical services, adding jobs, investing in crucial technology and continuing to help meet the needs of our community.

The beneficiaries were the almost 80,000 patients who were discharged from YNHH this past year, and others who made up the 1.3 million outpatient visits. While the numbers are almost astounding, we never lost sight of the fact that we were caring for our friends and neighbors—sisters and brothers, fathers and mothers and children—and their families.

One of our major roles is to sponsor, develop and participate in a wide variety of community-based programs and services that benefit residents of New Haven and the surrounding region. Last year, YNHH helped manage more than \$494 million in financial and in-kind contributions. Most of these funds supplemented government-sponsored healthcare programs, such as Medicare and Medicaid, and offered free or discounted services to eligible patients.

4: Description of Our Greater New Haven Community

New Haven is the second-largest city in Connecticut and Yale New Haven Hospital is the city's largest employer. The city we serve is a study in demographic, economic and cultural contrasts, comprising upscale neighborhoods, diverse downtown revitalization and Yale's communal enclaves nestled within blocks of poverty-stricken neighborhoods. New Haven gained national attention during the 1950s and '60s as an urban-development model, and the city flourished until the 1980s. New Haven then endured a period of pervasive economic decline, when urban flight, bankruptcy, unemployment, crime and homelessness became more commonplace. More recently, as New Haven continues to face social and economic challenges, public and private collaborations are developing innovative ways to revitalize a city eager for change.

Population: New Haven has a core population of just over 130,000 people; approximately 33 percent are African-American, 27 percent are Hispanic and 32 percent are Caucasian. Immigrants from around the world make their home here, drawn largely by the academic and healthcare entities.

Health issues: New Haven has Connecticut's highest discharge rate for children with asthma and the second highest AIDS case rate in the state. It is among the nation's leaders in percentage of births to teen mothers. Only 17 percent of the city's children have adequate dental care.

Poverty: In New Haven, about 27 percent of families live below the U.S. poverty line. The unemployment rate in 2016 was 6.6 percent, compared to the State of Connecticut as a whole at 5.5 percent. The cumulative dropout rate for city high schools is more than 20 percent, and thirty-eight percent of the population lacks a high school diploma.

5: Passion and Commitment to Serving Our Neighbors

OVERVIEW

Yale New Haven Hospital's goal is to be a public health advocate and provide support services that respond to key needs of the entire community. We believe that health education, health promotion and improved access to care are essential, as well as helping to invest in community infrastructure in the forms of support—from both a financial and a human resource perspective—for housing and education.

Our passion and commitment to this goal goes back 190 years, when our hospital was founded as a charitable institution to serve the poor. In its early days, the hospital cared for sailors traveling in and out of New Haven's busy seaport. During the Civil War, more than 25,000 U.S. Army soldiers were hospitalized here, and in subsequent wars, YNHH was on alert as a designated military hospital. As our role has since evolved, today YNHH is a major academic medical center, putting us in a unique position to initiate programs that have a real measurable impact on the health and well-being of our patients, neighbors and workforce—our community.

While our vision is to provide high-quality health care and services, we are increasingly aware of how social determinants impact the health of individuals and communities. As a result, we must reach beyond the physical confines of our medical center and into the community to address those needs. Consistent with being a good neighbor, YNHH uses its economic influence to enhance the area by making major investments that impact the lives of people throughout Greater New Haven.

LEADERSHIP

YNHH's voluntary board of trustees includes representatives from education, banking, business, the clergy and other sectors, many of whom have deep roots in the New Haven area. Serving as the guardians of the hospital's mission, they participate in the development, approval and implementation of our community benefits programs, including free and charity care for the uninsured and underinsured, as well as programs dedicated to improving the quality of life in our neighborhoods.

Senior leaders at YNHH attended community meetings to identify the most pressing needs prior to developing our New Haven Community Investment and Hill Neighborhood Investment programs, the two largest, most multi-faceted community service programs in our history. The senior management team is actively engaged with community organizations, public agencies, religious institutions, elected officials, members of the hospital's Community Council, the community's neighborhood management teams, and various community leaders. Their common goal is to ensure that the hospital offers diverse services to the people who live in the surrounding neighborhoods.

COMMITMENT

YNHH, including our trustees, executives, managers, physicians, nurses, business staff and thousands of other employees in every line of service—many of whom choose to live and raise their families in New Haven—demonstrates a long-held commitment to our friends and neighbors in the community by developing, implementing and actively participating in a wide range of health, education, revitalization, and employment initiatives. They read to young students in our school partnership programs, mentor high school students in our summer jobs program, assist breastfeeding mothers through our Heritage and Pride program, strategize and execute ways to end homelessness, and participate in job fairs aimed at recruiting people from our local workforce.

Yale New Haven's senior management team, under the leadership of our CEO, provides invaluable guidance and governance to local non-profit groups throughout the region, providing both time and talent. YNHH employees participate in projects to support the community, including signing up blood donors, cleaning and beautifying community facilities, and donating over a quarter of a million school supplies over the years to local students.

YNHH has partnered with Habitat for Humanity of Greater New Haven and sponsored the construction of nine homes since 2008. YNHH employees, physicians and family members volunteer to construct the houses with

supervision and training provided by Habitat, in a demonstration of the hospital's commitment to helping local families fulfill their dreams of home ownership.

PARTNERSHIPS

YNHH plays active leadership roles in many community-based, health-related organizations, such as the regional Sickle Cell Disease Association, the Greater New Haven NAACP Health Committee, the Southern Connecticut Black Nurses' Association and many AIDS organizations. Our networking and informal and formal structures allow us to continuously assess the health of our community.

Physicians and staff involved in the expansion of YNHH's adult and pediatric organ transplantation programs work closely with several agencies and organizations to increase organ donation in Connecticut. Yale New Haven collaborated with two other hospitals in Maine and Ohio to complete a life-saving six-way kidney transplant, enriching the lives of both recipients and donors, and continuing to raise awareness of the power of giving life.

We partner with a cross-section of public and private agencies, organizations and businesses throughout the community on a variety of programs. For example, we've joined with local public schools to provide on-site health services to vulnerable children. We partner with New Haven Promise to ensure that high school seniors can afford a college education. YNHH teams with First Niagara Bank to conduct classes on home financing, and a growing number of employees participate in Elm City Cycling's Bike to Work days.

BREADTH AND DEPTH OF INITIATIVES

As the only hospital in the diverse city of New Haven, YNHH touches the lives of each and every resident. While the need for the community health and support services we provide rises in a time of economic uncertainty, the hospital's medical, ethical and civic responsibilities have increased, as well. This is a challenge we whole-heartedly embrace, especially as we see the positive outcomes.

For example:

- Our Me & My Baby program, which provides pre- and postnatal care to uninsured, and mainly undocumented, mothers, has been so impactful that we are the only hospital in the state to maintain this program after public funding was cut off in 1994.
- As many as 25 high school students participate in our School-to-Career program annually, shadowing in either clinical or administrative roles and pairing with mentors in order to provide inner-city youth engaging and meaningful exposure to career exploration. This program also engages our staff in the lives of the community we serve.
- Since 2012 our Medical Respite partnership has reduced readmission rates for patients experiencing homelessness by almost 50 percent, which has led to an increase in the number of people transitioning to permanent housing as a direct result of the more intensive case management provided to those in the program.
- The Lead Poisoning and Regional Treatment Center has doubled the number of children it screens and serves in only two years, a vitally important role due to the old age of the houses in this area.
- ConnCAT, the Connecticut Center for Arts and Technology, provides skills-based training to adults in New Haven who face barriers to employment. YNHH has hired phlebotomists and medical coders from this program, which it also collaborates with to design and implement the curriculum.

COMMUNITY INVOLVEMENT

New Haven is a small city, however it is home to a very diverse and active community of individuals and organizations committed to making it a great place in which to live, work, and learn. Yale New Haven is proud of the opportunity to be part of the planning and execution of many municipal and community-based projects to better serve the city. The local NAACP branch partners with YNHH to run their annual health and career expo that exposes youth to the many careers available in the healthcare industry, attracting more than 1,000 students each year. YNHH clinical staff take prides in representing the Hospital at community events throughout the region, primarily at health fairs, but other events such as community health walks, festivals and religious gatherings, in order to share critical health education information to at-risk populations.

YNHH has also generated a high level of community response to its eight school-based health clinics, which provide programs on wellness, disease prevention and general health management. In 2016, the clinics had more than 9,000 visits.

Our HOME (Home Ownership Made Easier) program has been a strong incentive for over 140 YNHH employees to purchase homes in New Haven, helping to stabilize neighborhoods and bringing them even closer to the everyday life of the community. This incentive program provides employees with up to \$10,000 in forgivable five-year loans to purchase a home within the city.

In 2010 YNHH was approached by ConnCAT, a newly-forming organization dedicated to worker training and career development, to design and implement the curriculum for desirable jobs in the healthcare industry. Area residents may become certified in phlebotomy or medical coding at ConnCAT, and graduates have achieved an 83 percent job placement rate, an incredibly high outcome in the realm of workforce development.

SUSTAINABILITY

New Haven recently celebrated its 375th birthday, and YNHH continues its history of working with and supporting the city, its home, in new and exciting ways. Yale New Haven is a key partner in a coalition of community-based organizations, municipal departments, and neighbors on the Tobacco-Free New Haven initiative. The cornerstone of this effort was a new ordinance banning tobacco and e-cigarette use in public parks, school grounds, and other city-owned land, all supported by a broad-based educational campaign to provide access to cessation and support resources.

And while the rapidly changing healthcare landscape has affected the availability of funds, Yale New Haven continues to honor multi-year commitments to support education and community development while absorbing the high cost of uncompensated and undercompensated care. The Hospital's community benefits include the provision of health education programs, and fiscally supporting neighborhood groups and more than 100 local charities and non-profit organizations.

New Haven Promise is a program that grants college scholarships to qualified New Haven public school students who maintain at least a B average, have minimal absences and are supported by their families. Wells Fargo Bank, Yale University, The Community Foundation for Greater New Haven, and Yale New Haven Hospital, amongst others, have committed to ensuring the success of this program through financial and in-kind commitments.

Demonstrating our commitment to neighborhood improvements, we collaborate in such partnerships as the Hill to Downtown Steering Committee, which brings together both residents and stakeholders to positively impact urban development in our neighborhoods in areas such as zoning, affordable housing, and business development. We also proactively engage our neighbors through inclusion in Community Management Teams, which are volunteer civic groups in each of New Haven's neighborhoods that provide meaningful interaction on a monthly basis to ensure that we maintain presence and a direct line of communication with our neighbors throughout the city.

6: Community Service Initiative No. 1 – “Nurturing Healthy Kids”

OVERVIEW

As the leading healthcare institution in Greater New Haven, Yale New Haven Hospital demonstrates its longtime commitment to families—especially mothers and children—by providing a variety of wide-ranging programs. Working within our diverse urban surroundings, YNHH partners with parents to support healthy children through initiatives both within the hospital and out in the community.

- **Me & My Baby** – Provides essential services for uninsured pregnant women and their children to age 5. This program has been in operation since 1989, the only one in the state to continue operation after grant funding ceased in 1994.
- **Healthy Start** – In conjunction with the Community Foundation for Greater New Haven, offers uninsured pregnant women and children to age 2 free medical care. This program has been in operation since 1997.
- **Pediatric Dental Center** – Provides comprehensive and urgent dental care for children up to age 18. This program has been in operation since 2004.
- **Supplemental Infant Program (SIP)** – Offers low-income postpartum mothers who are not breastfeeding additional formula beyond that provided by the WIC Program. This program has been in operation since 2008.
- **School-Based Health Centers** – Brings comprehensive medical and mental health services directly into eight area schools. This program has been in operation since 1994.

IMPACT

- In 2016, **Me & My Baby** gave over 300 uninsured, and mainly undocumented, mothers access to prenatal and pediatric care, health education, care coordination and prescription drug coverage. During this time, over 250 enrolled mothers gave birth, a number that decreases annually due to continuing outreach and education efforts.
- **Healthy Start** has served over 8,000 infants since 2002, offering free labor, delivery, nursing, medications, counseling and related services, as well as outreach, counseling and case management of clinical care. Healthy Start babies are almost 50 percent more likely to be born at a healthy weight.
- **Pediatric Dental Center** staff puts particular emphasis on treating children with special dentistry needs, as well as children with severe disabilities, and served over 15,000 last year. The Center was recognized nationally because one third of its resident physicians go on to public health and education work.
- **SIP** was born from patient feedback to clinic staff about their need to water down formula to make ends meet. This program assures that some 400 infants annually at YNHH’s Pediatric Primary Care Center (PCC) and WIC (Women, Infants and Children) clinic won’t suffer effects of malnourishment, such as poor weight gain, anemia and failure to thrive.
- **School-Based Health Centers**, utilizing nurse practitioners and social workers, addresses the reality that parents’ work schedules and family pressures make it difficult to get kids to doctors’ appointments. The centers saw more than 11,000 student visits in 2016.

LESSONS LEARNED

When we listen to our community and look at the data, we can collaborate on programs to better affect the health of our children. Ideas that started as grant-funded demonstration projects such as Me & My Baby or Healthy Start, or that came from our line staff’s interactions with patients like SIP, become a part of how we operate.

FUTURE GOALS

While we annually assess the value, in human terms, of our community healthcare programs, we also recognize the need to continue exploring novel ways to interact with our neighbors, by listening to them and understanding their needs. Beyond our institutional commitment, YNHH’s 12,000 employees are dedicated to these initiatives, both professionally and personally.

OPERATING EXPENSES FOR FY 2016 totaled over \$5 million.

FUNDING SOURCES include the William Caspar Graustein Memorial Fund, Community Foundation for Greater New Haven, Yale Child Study Center, Robert Wood Johnson Foundation, New Haven Foundation and Department of Public Health for the School-Based Health Centers, and YNHH.

6: Community Service Initiative No. 2 – “Creating Educational Opportunities”

OVERVIEW

Yale New Haven Hospital partners with local schools and colleges to develop innovative programs that prepare students for careers in health care and other in-demand professions.

- **School-to-Career Internship Program** – Juniors and seniors from four public high schools work in various YNHH departments, from operations to nursing. This initiative has been in operation since 2004.
- **New Haven Promise: Partnership** – YNHH collaborates with this support system designed to cultivate a college-going culture among New Haven students. The Partnership encourages them to take advantage of the program which promises those who maintain academic standards and actively volunteer in the community to pay tuition for any in-state public college or university. This program was launched in 2010.
- **Minority Nursing & Allied Health Scholarships** – Awards scholarships to graduating seniors from Greater New Haven who enroll in full-time programs in nursing or an allied health field, such as nutrition, diagnostic radiology and respiratory therapy. This initiative has been in operation since 1989.
- **Gateway Community College Nursing Program** – YNHH funds a nursing program which offers evening classes and clinical rotations to help working parents and other non-traditional students seeking a two-year associate degree in nursing. This initiative has been in operation since 2003.

IMPACT

- **School-to-Career Internship** – Annually, about 25 interns work in different areas of YNHH, and an average of 5 gain employment at Yale-New Haven after high school graduation.
- **New Haven Promise** – In 2011, YNHH initially pledged \$2 million to the program over four years, and has since continued our support. Since its inception the number of graduating seniors qualifying for the scholarship has almost doubled, to 307 in 2016. As of 2013, 220 students were currently enrolled in college, paving the way for younger students to follow in their footsteps.
- **Minority Scholarships** – Each year, five high school graduates each received \$2,000 scholarships. YNHH has offered these scholarships since 2009.
- **Gateway Nursing Program** – As of 2016, more than 800 students had graduated from the nursing program. While these nurses can work anywhere, many have accepted jobs at YNHH – averaging 20 or more annually gaining employment at Yale New Haven.

LESSONS LEARNED

YNHH works hard to ensure we are an employer of choice, both locally and internationally, and we continuously hear from residents in our community about the desire to become a part of the institution. By working closely with other assets in our community we have forged opportunities to make well-paying, stable careers a reality for many residents here in New Haven. It is a great reward to educate members of our community—particularly in healthcare professions—and encourage them to stay here to work, live and raise their families.

FUTURE GOALS

Government funding for education and training programs, at both federal and state levels, will continue to be scrutinized, so it will become an even stronger part of YNHH’s mission to partner with local schools to offer students a range of resources, including scholarships, internships and employment opportunities within the Greater New Haven community. We remain committed to exploring new opportunities.

OPERATING EXPENSES FOR FY 2016 were almost \$700,000.

FUNDING SOURCES: Yale New Haven Hospital funds the complete cost of this programming.

6: Community Service Initiative No. 3 – “Revitalizing Our Neighborhoods”

OVERVIEW

YNHH has initiated comprehensive programs to revitalize New Haven’s Hill neighborhood. We also participate in public and private projects that provide affordable housing and safe, healthy living conditions.

- **Habitat for Humanity & YNHH** – Since 2008, YNHH has partnered with Habitat for Humanity of Greater New Haven to build homes in the Hill neighborhood for low-income families. We grant financial support and organize hospital volunteers to work alongside the homeowners and Habitat construction managers.
- **Lead Poisoning and Regional Treatment Center** – Since 1992, YNHH has provided comprehensive care to lead-poisoned children and their families. One of only two such programs in the state, its clinical team offers inpatient and outpatient treatment, in-home lead screening, and family assistance with psychosocial and psychological needs. Our Lead Safe House offers temporary housing for impacted families. The Lead Resource Center offers educational and recreational programs for children.
- **HOME Program** – In 2006, YNHH launched Home Ownership Made Easier, which provides employees with up to \$10,000 in forgivable five-year loans to purchase a home in New Haven. Employees who buy in one of four neighborhoods near the hospital are eligible for a monthly \$200, two-year mortgage subsidy. First Niagara Bank partners with YNHH to educate employees about financing and maintenance issues.

IMPACT

- **Habitat for Humanity and YNHH** have jointly built nine homes in the Hill neighborhood since 2008. Well over 400 employee volunteers have collectively invested more than 6,000 hours in this project, while YNHH sponsored the building materials for each home, totaling \$525,000. This work has increased owner-occupancy and civic pride in an area previously plagued by blight and with more than a 77 percent renter population.
- YNHH’s **Lead Program** is a partnership with the City’s Health Department and provides more than 4,000 pediatric screenings annually. Aside from mitigating this health hazard, the program has treated affected children, counseled families and raised the community’s awareness of the dangers of lead poisoning. The combined efforts have decreased pediatric lead poisoning cases from 1,200 to less than 120 annually.
- The **HOME** program has created 140 new homeowners since its inception in the City of New Haven, directly helping to stabilize neighborhoods in a community where less than 30 percent of residents own their home.

LESSONS LEARNED

YNHH has witnessed a correlation between healthy neighborhoods and good health. Home ownership and access to safe housing are essential to the revitalization of our neighborhoods and our neighbors’ health. We also realize the importance of collaborating with community organizations, as well as encouraging our employees’ participation, which has proven to be a team-building and morale-boosting catalyst.

FUTURE GOALS

YNHH will continue reaching out to the community and our employees to learn other ways to foster healthy living environments. We have plans to expand our work with Habitat for Humanity in New Haven’s West River neighborhood, adjacent to YNHH’s Saint Raphael Campus, converting blighted properties to new, energy-efficient homes for working families, and have already worked with the local chapter of the Sickle Cell Disease Association of America to establish a new home and clinic providing services to patients in a formerly vacant home in that area. We especially want to explore further public-private collaborations, including the transformation of real estate currently owned by the Hospital into rehabilitated, affordable housing.

OPERATING EXPENSES FOR FY 2016 were more than \$800,000.

FUNDING SOURCES: Programs are funded through the Hospital, and the Lead Program is in conjunction with the New Haven Department of Public Health.

6: Community Service Initiative No. 4 – “Working to End Homelessness”

OVERVIEW

The annual Point In Time surveys in Connecticut show that New Haven has the highest concentration of both individuals and families experiencing homelessness in the state. The paradigm shift from sheltering to re-homing people is becoming the norm, and Yale New Haven is working hard with a continuum of providers to develop and execute upon strategies to transform the care delivery model that, in turn, transforms lives.

- **The Medical Respite program** – This innovative program provides recuperative care to those who are homeless and exiting the Hospital. In addition, the program lowers public healthcare costs by reducing unnecessary readmissions. Based out of the Columbus House shelter, referrals come from both YNHH and the Veterans Administration Hospital in West Haven. This 12-bed, single room occupancy program includes 24-hour supervision, on-site nursing care, healthcare referrals, transportation, and case management services.
- **Overnight Warming Centers** – Realizing a lack of shelter beds and safe spaces to go at night during the winter, the two shelter programs in New Haven teamed up with the faith-based community and YNHH to operate these warming centers. Locations include churches and overflow space at the Hospital, and YNHH provides physicians assistants, blankets and other resources while the shelters utilize staff to inform those seeking these services, as well as transportation to them. Together we are engaging individuals with case management services in an effort to transition people into permanent housing.
- **South Central Community Care Team** – Yale New Haven is one of many partners that came together in 2014 to ultimately end homelessness. YNHH adopted the Earn Benefits Online portal for our social workers, which is a one-stop approach to assisting patients with accessing benefits vital to health and stability. YNHH also took part in the 100 Day Challenge to End Homelessness, coordinated by the United Way of Greater New Haven, which transformed the way services were provided to those experiencing homelessness.

IMPACT

- **The Medical Respite program** grew from 17 patients in 2013 to 97 in 2016, and realized a 50 percent drop in readmission rates compared to the same population not enrolled in this program. This same patient population is now more than 60 percent less likely to present in an emergency department after 45 days from initial treatment.
- **Overnight Warming Centers** saw in excess of 30 people per night during operation. These are individuals who would have otherwise been out of doors in sub-zero temperatures. These interactions allowed case managers from social services to engage people in creating action plans, while under medical supervision, in a safe and welcoming space.
- **The South Central Community Care Team** successfully placed 102 individuals into permanent housing during the 100 Day Challenge in 2014. They also instituted a common software package, accessible by every social services agency in the region, to more effectively connect individuals experiencing homelessness to necessary benefits while sharing care plans, when this type of communication had previously not existed. This collaboration is part of a statewide effort that was able to effectively end chronic homelessness for veterans in 2016.

LESSONS LEARNED

Individual organizations that had previously operated on an individual basis came together under a common goal, and in a short, 100 day period, achieved remarkable results. Regional collaboratives across Connecticut, acting on shared values and under a shared mission, moved the state’s chronically homeless veterans into housing. The lesson is clear: when we work together we move from managing problems to solving them.

FUTURE GOALS

YNHH’s short-term goals for the Medical Respite program are to increase the number of patients served by increasing the number of beds available in the program, as well as to provide an on-site physician. The three-year data is being used to make the business case for expansion currently.

OPERATING EXPENSES FOR FY 2016 were more than \$500,000.

FUNDING SOURCES: These programs are funded by Yale New Haven Hospital with major funding for the Medical Respite program from the state of Connecticut.

6: Community Service Initiative No. 5 – “Partnering with Local Recruiters”

OVERVIEW

Like many cities across the country, New Haven and its diverse workforce have experienced difficult times during the economic downturn. YNHH has responded by redoubling our efforts to provide access to employment opportunities for qualified local individuals. We partner with a number of community-based organizations to assist unemployed and hard-to-employ people for the competitive job-seeking process.

For example, our Recruiting and Staffing Office works closely with organizations such as **Career Resources, Inc.**, and **Workforce Alliance**, statewide workforce development agencies with local programming in New Haven. YNHH maintains representation on their respective boards of directors to ensure that we are encouraging appropriate and timely programming to best help the needs of local job seekers. Hospital recruitment staff also engages in guest lectures to Career Resources’ clients to provide real-world and industry-specific employability skills training.

The hospital’s **H.O.P.E. Program** became part of YNHH when we integrated the Hospital of St. Raphael. Since 1996 this award-winning program has helped more than 100 adults transition from income supports into employment, many at the Hospital.

ConnCAT (Connecticut Center for Arts and Technology) began in 2010 as a collaboration with YNHH to provide hard skills training to job seekers with employment barriers. The courses offered in medical coding and phlebotomy, and a new culinary program launched in 2016, provides training in much-needed jobs in the community, with many phlebotomists already hired at YNHH from the local community. **New Haven Works** is a recently-formed workforce development agency started by the city’s Board of Alders that brings together the area’s larger employers to collaborate on ways to help local jobseekers, and YNHH has been involved since its inception.

IMPACT

We pride ourselves on being an employer of choice and make great strides to provide opportunities throughout the community. It is inherently difficult to measure exactly how many of the people we interact with through these programs who actually find local jobs, though we have, by design, hired a number of them. We hired two ex-offenders who interviewed with us at a Workforce Alliance job fair recently.

LESSONS LEARNED

It is never easy to witness the human toll that unemployment exacts, but we have used this current economic crisis as an opportunity to reexamine our internal recruiting and training practices, to ensure that we are addressing the needs of the community’s workforce, as well as fulfilling our own requirements. We also have solidified relationships with several existing employment-related partners and developed new ones. Ultimately, we trust that local jobseekers will consider YNHH as more than simply a medical institution.

FUTURE GOALS

Because New Haven’s unemployment and underemployment problems are not expected to improve overnight, and the ill effects on people’s lives will persist, YNHH continues to invest financial and personnel resources to create job opportunities within the hospital. We also want to enhance our outreach programs and partnerships that allow us to assist those most in need of meaningful and sustainable employment.

OPERATING EXPENSES FOR FY 2016 were more than \$800,000.

FUNDING SOURCES: YNHH recruiting is internally funded, and we provide in-kind resources to outside agencies we work with, including Career Resources, ConnCAT, Workforce Alliance and the City of New Haven.