

## **Saint Raphael Integration: 25-Month Progress Review**

*November 5, 2014*

### ***Overview***

On September 12, 2012, Yale-New Haven Hospital integrated the Hospital of Saint Raphael into its operations. Both hospitals had been planning the transition for over nine months, but the results achieved to date have exceeded expectations across all performance dimensions. The Saint Raphael campus is critical to the growth of new centers of excellence and our continued development as a regional and national destination hospital.

### ***Infrastructure Investments***

To date, Yale-New Haven Hospital has invested over \$71 million in the Saint Raphael campus. The investments include the implementation of Epic, replacement of chillers, generators and all patient rooms were refurbished and received new mattresses. In addition, two inpatient care units were renovated, Sister Louise Anthony 3 and Verdi 4 North, and one unit, Verdi 4 West, is in the process of being redesigned.

The 22-bed Sister Louise Anthony 3 is a general medicine unit with a focus on oncology patients. The unit was redesigned to facilitate nursing workflows and promote a multi-disciplinary care environment. The 17-bed Verdi 4 North is the prototype for all future inpatient musculoskeletal care units and was modeled after inpatient Smilow units. The unit was designed to meet all aspects of musculoskeletal patient care needs.



*Verdi 4 North*



*Verdi 4 West*

Verdi 4 West underwent extensive renovations and has become the new specialty geriatrics care unit, effective November 4, 2014. The unit was designed to establish a prototype of advanced safety and acute care for the elderly. It was designed by renowned architect Michael Graves, and includes innovative features for fall prevention and cognitive support.

As part of its musculoskeletal program development, which will be expanded on in the clinical programs section of this document, Yale-New Haven is currently developing new musculoskeletal operating rooms. The operating rooms will include some of the latest technology for musculoskeletal care, including laminar flow and “wall of knowledge”, and are designed to optimize clinical workflow. The new operating rooms will be operational by January 2015. Additionally, Yale-New Haven is investing in new cardiac catheterization laboratories and a new state-of-the-art lab was officially opened on October 1, 2014.



*Musculoskeletal Operating Room*

### ***Clinical Programs***

Consistent with the commitments made to the Federal Trade Commission and the Connecticut Office of Healthcare Access, Yale-New Haven is fulfilling its clinical program commitments. An inpatient clinical vision for both campuses was defined and includes a common core of medical, surgical, obstetrical and emergency services.

Unique destination programs are being developed at each campus. The Saint Raphael campus will be known for its programs in musculoskeletal care, neurovascular, gastrointestinal surgery, specialty geriatric

services and low-risk high amenities obstetrics. Similarly, the York Street campus will be the destination for major trauma, cardiac surgery, pediatrics, transplant and complex oncology cases. To date, major trauma, pediatrics and cardiac surgery have been consolidated to the York Street campus. The consolidation of musculoskeletal care at the Saint Raphael campus is currently underway.



The creation of a musculoskeletal center at the Saint Raphael campus is an exciting endeavor for our medical center and we have a unique opportunity to create a truly patient centric, multidisciplinary center for our patients, supported by the latest technology and translational research. Today, a number of musculoskeletal patients leave the state of Connecticut to seek specialty care in New York City and Boston. We believe that we can change that and provide exemplary care for our patients right here in Connecticut, similar to what we have done with the Smilow Cancer Hospital.

As was mentioned earlier, we have made a number of infrastructure investments to date to support the development of musculoskeletal care programs, and additional investments in clinical staff and facilities (clinical practice, research and simulation facilities) will take place in coming months as we onboard a nationally renowned physician leader to help us develop this center. All musculoskeletal center programmatic planning is done jointly with our medical school partner, Yale School of Medicine.

We are also in the process of planning for a neurovascular service at the Saint Raphael campus, which will include inpatient beds, interventional laboratories and advanced radiology services. The end result will be a nationally unique stroke care center where all of the essential services to treat strokes successfully will be co-located and integrated in one comprehensive interventional center. This will make the Saint Raphael campus the hub for stroke care and ambulances with stroke patients will be directed to this campus. There are strong synergies between neurovascular, musculoskeletal and geriatric services and it will allow us to create a unique center that very few hospitals around the country have, further advancing stroke care regionally and nationally.

### ***Workforce***

In order to make sure that we had a strong workforce to provide patient care and consistent with our organizational values, we preserved employment for most Hospital of Saint Raphael employees who were deemed to be in good standing. Ultimately, 3,497 successfully transitioned to Yale-New Haven Hospital at their existing pay rates on September 12, without any gaps in pay or benefit coverage.

Since September 12, 503 current employees at the Saint Raphael campus have benefited from a wage market adjustment and over 1,100 are taking part of career ladders to further advance their careers within the organization. To date, 541 employees have been added to the Saint Raphael campus, predominantly clinical care (43%) and non-clinical support services (24%) positions.



### ***Conclusion***

The integration has provided us with much needed inpatient capacity to grow our clinical programs in a cost effective manner. To date, \$135 million have been achieved in terms of cost saving (versus a year-to-date target of \$120 million) and we are confident that we will meet fully the cost savings commitment we made to regulatory agencies. Although we are still in the early phases, the integration of the Hospital of Saint Raphael has been a resounding success with an exciting future as the Hospital continues to develop destination clinical services.