



Yale Medicine

The Faculty Practice of Yale School of Medicine

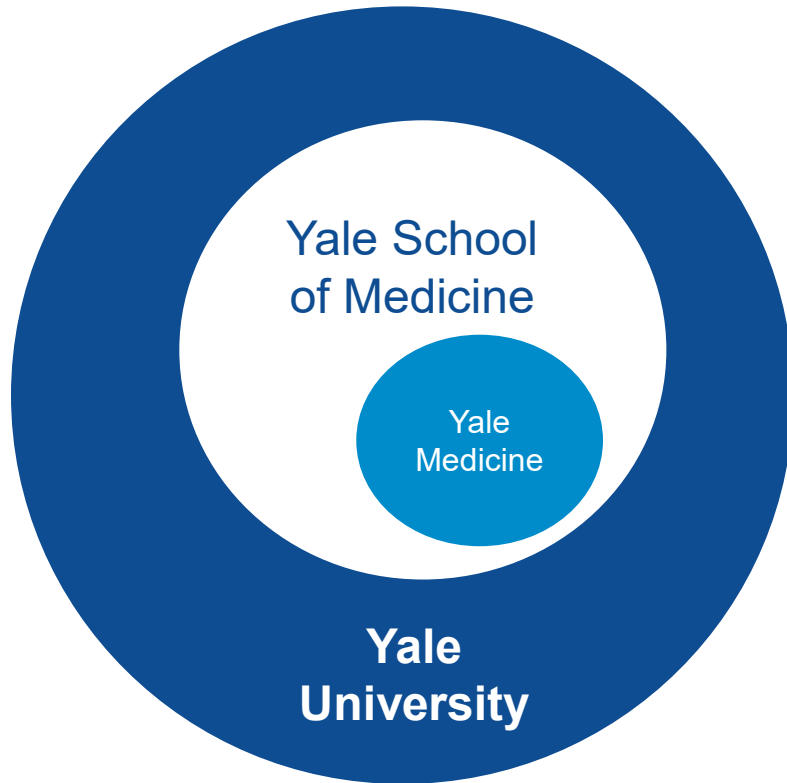
Margaret McGovern, MD, PhD

Deputy Dean for Clinical Affairs and CEO of Yale Medicine

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Yale Medicine: The Faculty Practice of Yale School of Medicine

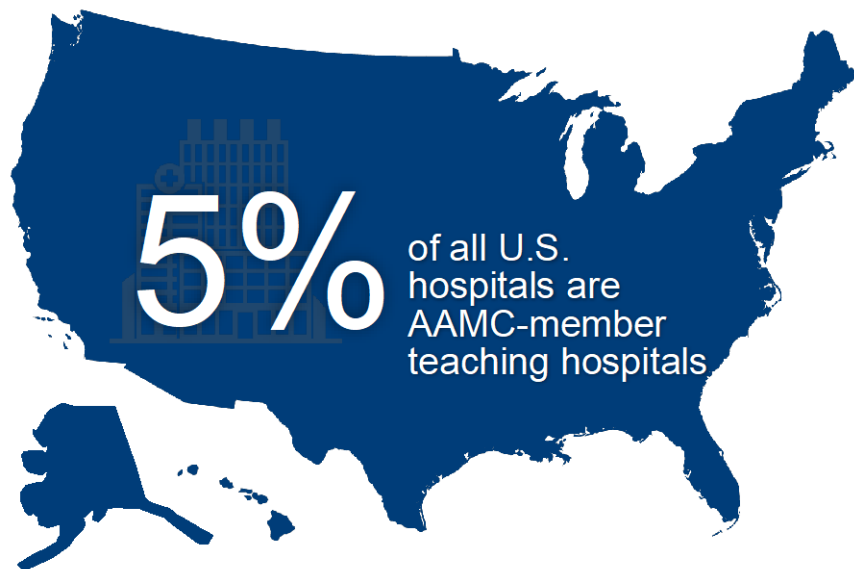


Together with Yale New Haven Health we are an **Academic Health System**

Yale
NewHaven
Health

Yale School of Medicine and Yale New Haven Health are Members of the AAMC

Overview of AAMC-Member Hospital Services



AAMC-member teaching hospitals operate:

However, they provide:

26% of Medicaid hospitalizations

30% of hospital charity care

98% of comprehensive cancer centers

67% of burn unit beds

65% of level-one trauma centers

63% of pediatric ICU beds

Note: Data reflect short-term, general, nonfederal hospitals.

Source: AAMC analysis of FY2020 American Hospital Association data, American College of Surgeons Level 1 Trauma Center designations, 2020, and the National Cancer Institute's Office of Cancer Centers, 2022. AAMC membership data, December 2021.

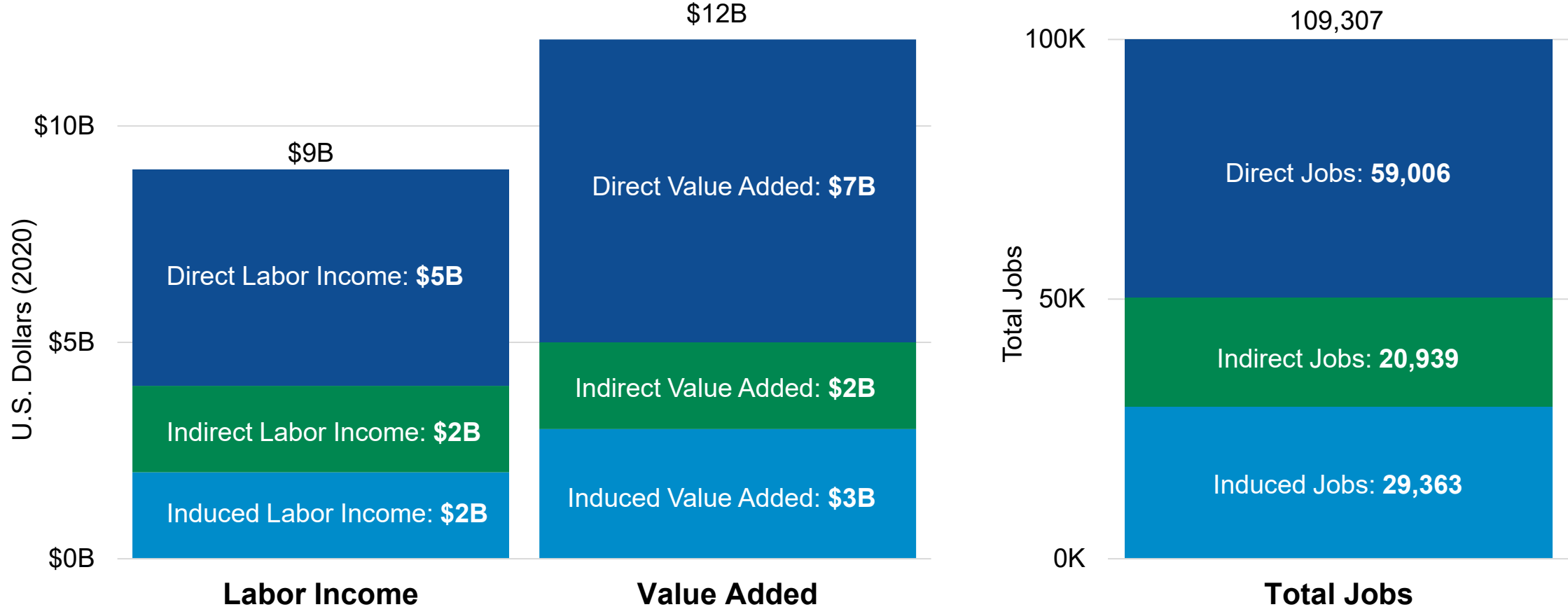
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Academic Health System Economic Impact in Connecticut

Contribute over \$12.45B to the economy

Provide over 100,000 jobs



Source: Economic Impact of AAMC-Member Medical Schools and Teaching Hospitals, State Profile: Connecticut FY 2019

Yale Medicine Academic Physicians Serve a Tripartite Mission

RESEARCH

Make discoveries that improve health

EDUCATION

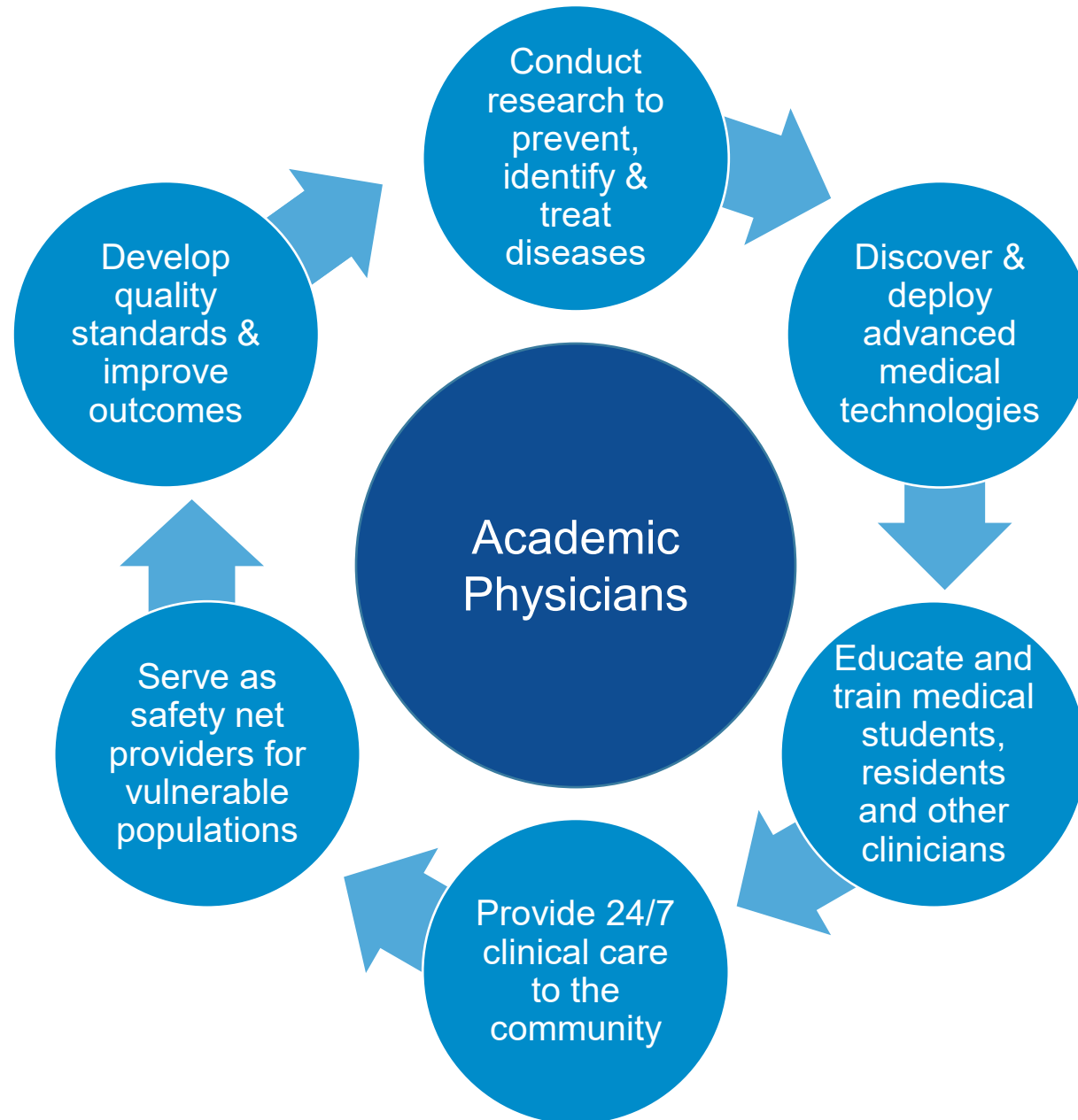
Advance medical education for future clinicians

CLINICAL

Provide high quality clinical care



Essential Roles of Academic Physicians



Yale School of Medicine Is a Research Powerhouse

2023 USNWR Research Rankings

Best Medical Schools: Research



- # 1 Harvard University (MA)
- # 2 New York University (Grossman)
- # 3 Columbia University (NY)
- # 3 Johns Hopkins University (MD)
- # 3 University of California--San Francisco
- # 6 Duke University (NC)
- # 6 University of Pennsylvania (Perelman)
- # 8 Stanford University (CA)
- # 9 University of Washington
- # 10 YALE UNIVERSITY (CT)**
- # 11 Icahn School of Medicine at Mount Sinai (NY)
- # 11 Washington University in St. Louis (MO)
- # 13 Vanderbilt University (TN)
- # 14 Cornell University (Weill) (NY)
- # 14 Mayo Clinic School of Medicine (Alix) (MN)
- # 14 University of Pittsburgh (PA)

#8
Ranking

**Total NIH Dollars Awarded
to Medical Schools in 2021**
(excluding ARRA funding)

Yale Medicine Physicians Lead Clinical Research that Improves Health

- Yale Medicine physicians oversee more than 2,100 clinical trials
- These rely on patient volunteers recruited from Yale Medicine practices



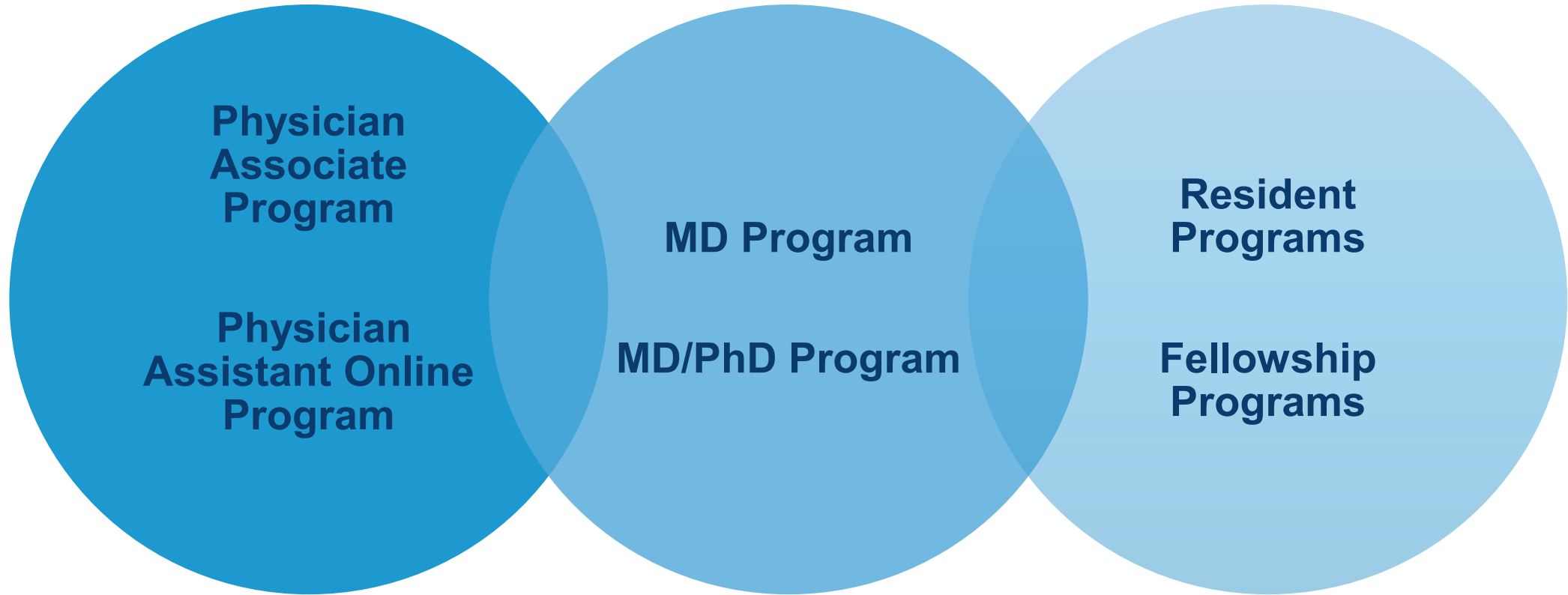
Yale Cultural Ambassador Program:

*Access to Clinical Research
and an Approach to Advancing Health Equity*

Yale CANCER CENTER

A Comprehensive Cancer Center Designated by the National Cancer Institute

Yale Medicine Physicians Educate the Next Generation



237 Students

476 Students

1,000 Residents
351 Fellows

**Accreditation
Bodies:**

ARC-PA

LCME

ACGME

Yale Medicine Physicians Provide Expert Care in Multiple Locations

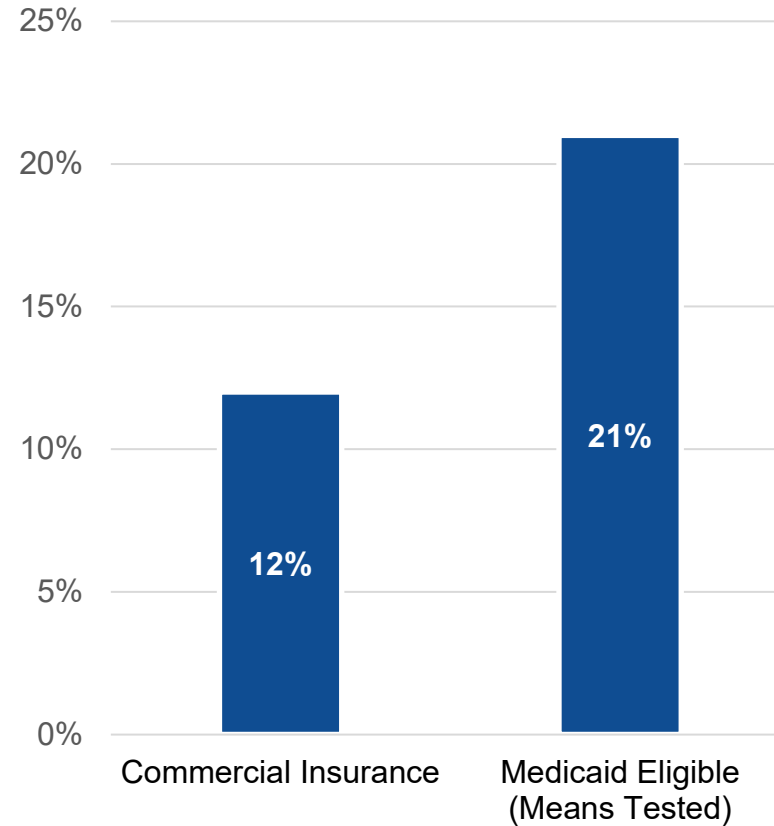
Yale
NewHaven
Health



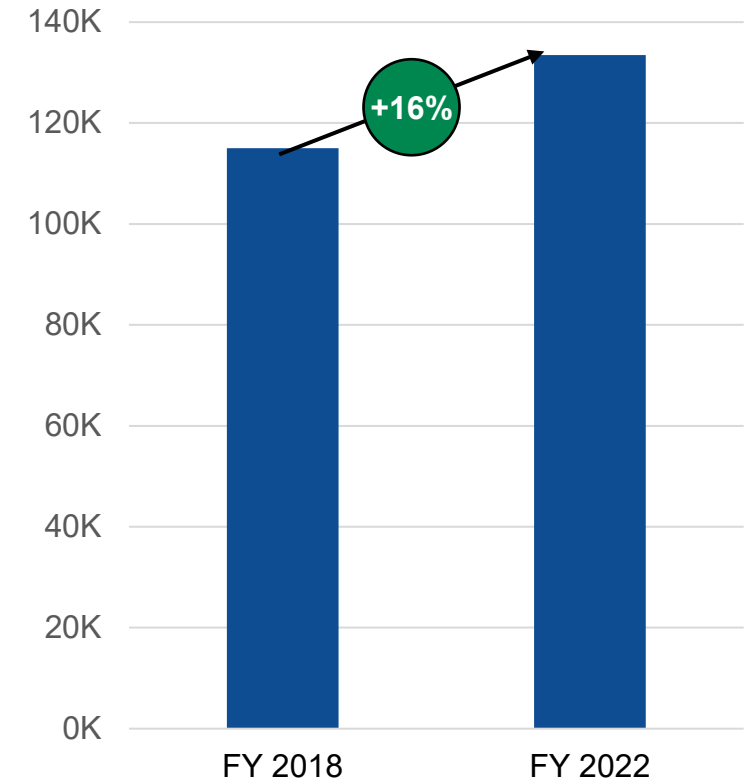
Yale Medicine Physicians Provide Essential Safety Net Services

Relative to commercial insurance population, a larger share of Medicaid eligible population in CT access care at Yale Medicine

Percentage of CT's Population Accessing Care at Yale Medicine; CY 2020



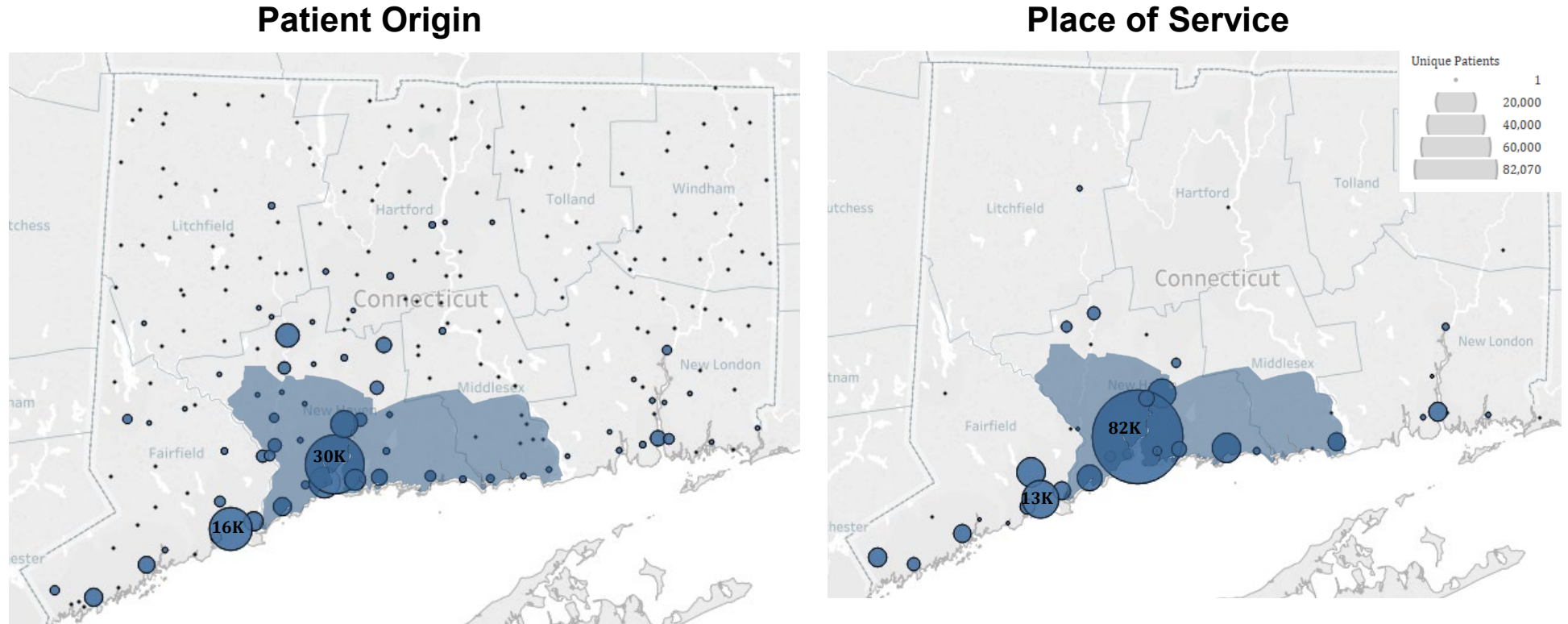
Yale Medicine Medicaid Patient Growth



Source: CT insurance holders - Census.gov, Report B27010, 2020, YM share – PB Dataview (YM Physician Billing Data)
Note – FY 2022 data was annualized based on 9 months data.

Medicaid Patient by Origin and Place of Service (FY'22)

A third of Medicaid patients who access care at Yale Medicine travel from outside the YNHH Primary Service area



Note

Shaded area on the map shows YNHH primary service area

The size of the bubbles represent number of unique patients originating from (left map) or receiving care (right map) in a Connecticut city/town

Source: PB Dataview (YM Physician Billing Data) FY'22 Data is for 10 months through April 2022. (Yale Medicine Fiscal Year runs from July to June)

Teaching Hospitals Lead the Way in Quality

Healthgrades named YNHH in the **Top 24** U.S. hospitals that provided best-in-class COVID-19 care

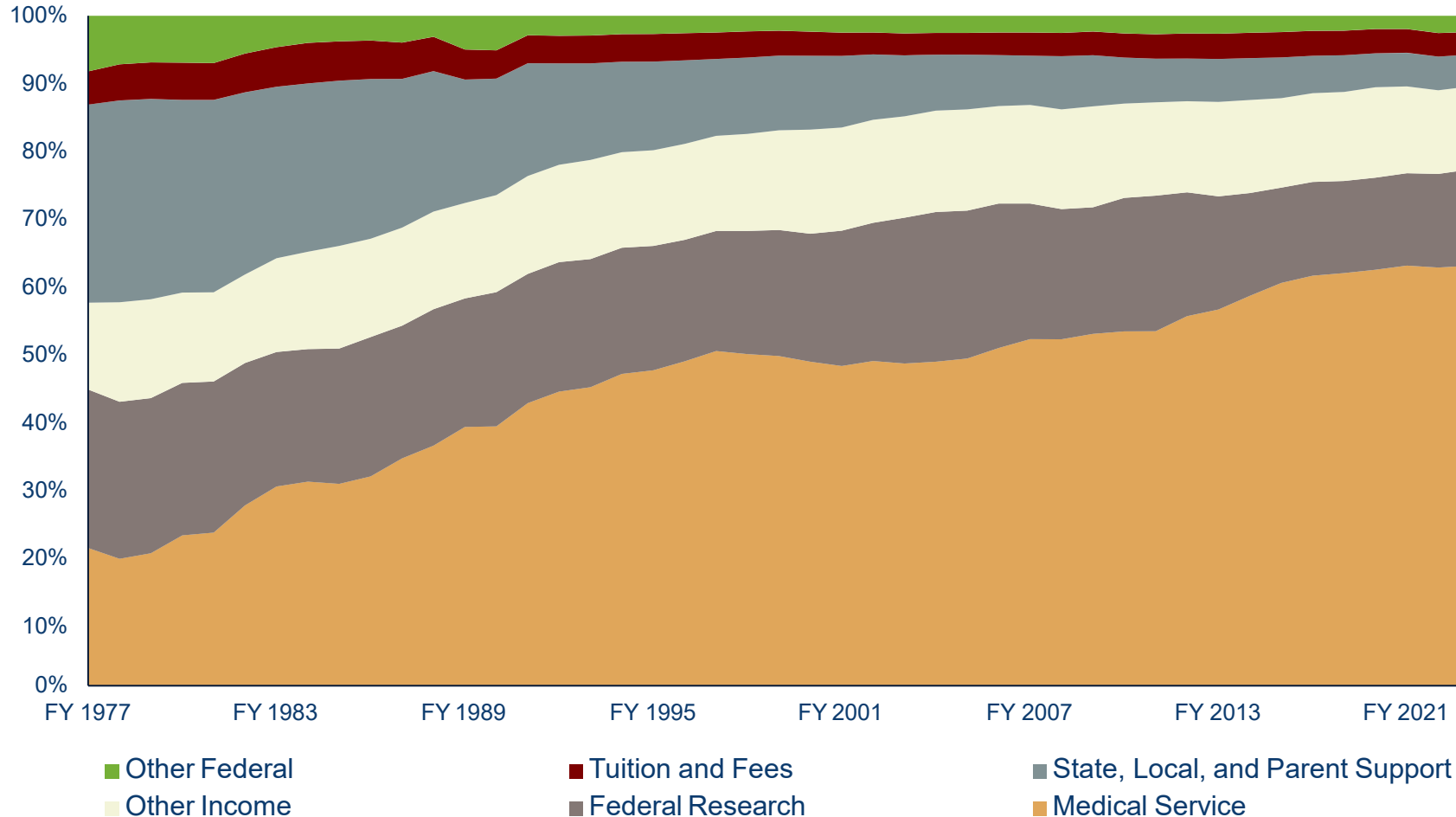


Challenges Facing Academic Medical Centers

- High cost of supporting the biomedical research mission and logistics of recruiting eligible volunteers to clinical trials
- Need to develop and maintain sufficient, high quality clinical site placements to support changing educational paradigms that require more outpatient experience
- Requirement by education accrediting bodies to demonstrate protected faculty effort for medical education which reduces clinical time and necessitates significant growth of the clinical faculty
- Large investments in information technology, care management and reporting to be successful in driving quality and meeting the health and wellness needs of populations
- Pressure from societal changes (i.e., consumerism) that is impacting expectations for delivery of care including access and geographic convenience of offices to patient homes

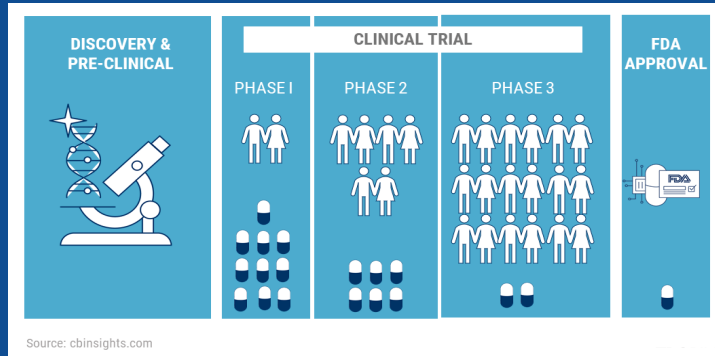
As a Percentage of the Total, Medical Service Revenue Makes Up the Majority of Medical School Revenues

Figure 9: Revenue by Source as a Percentage of Total Revenue for U.S. MD-Granting Medical Education Programs with Full LCME Accreditation, FY 1977 through FY 2021



Why Yale Medicine May Seek to Acquire a Community Practice

To support recruitment of patient volunteers to clinical trials



To provide essential community-based practice settings for medical education



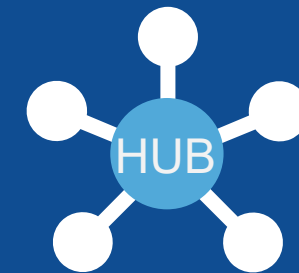
To support population health initiatives and equitable care



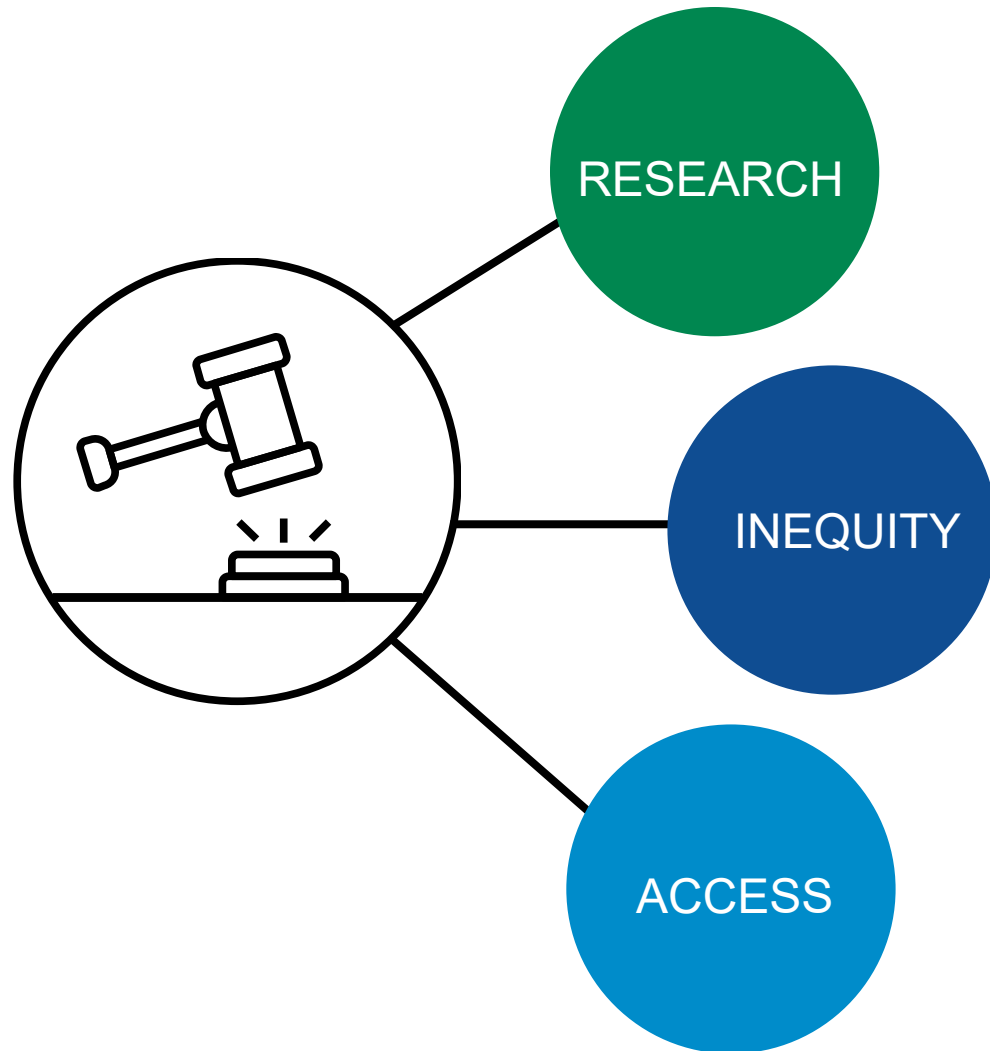
To meet patient expectations for access and convenience

Access

Care in the Community



Impact of Stringent Laws and Regulation on AMC Practice Acquisitions



- Potential to negatively impact the research mission of AMCs which focuses on improving human health
- Creates an unlevel playing field due to allowability of unregulated transactions by corporate entities putting AMC's in an unfavorable position for enhancing access and convenience
- Hinders access to lower acuity settings for medical education and impairs ability to meet health needs within communities

Questions?