



CUSTOMER STORY | YaleNewHaven**Health**

Yale New Haven Health (YNHHS): Supporting Access, Accountability, and Transparency Throughout YNHHS's Inpatient Bed Management

Overview



Yale New Haven Health, the largest and most comprehensive healthcare system in Connecticut, is recognized for advanced clinical care, quality, service, cost effectiveness and commitment to improving the health status of the communities it serves. YNHHS includes five hospitals: Bridgeport, Greenwich, Lawrence + Memorial, Westerly and Yale New Haven hospitals, several specialty networks and Northeast Medical Group, a non-profit medical foundation with several hundred community-based and hospital-employed physicians.

(YNHHS) is located in Connecticut and neighboring Rhode Island. In FY2021, the system included:

- 153,000 inpatient discharges
- 2,681 beds
- 3.6M outpatient encounters
- 29,400 employees
- 7,570 medical staff
- 328 sites

Yale New Haven Hospital, the flagship of YNHHS, is a quaternary referral center with no alternate hospitals nearby to which they can divert which creates significant logistical issues during especially busy times. Prior to the pandemic, YNHH implemented a Capacity Command Center (CCC) that provided hospital-wide visibility into their Epic EHR data and has driven situational awareness across the institution.

Problem

Even with the successful implementation of the CCC and creation of internal analytics tools, the organization continued to face challenges due to capacity constraints and:

- Lack of visibility in upcoming capacity bottlenecks at the unit level
- Ongoing staffing challenges and difficulty with the “just in time” approach
- Matching unique staff skill sets and resources with the complexity of patient care needs
- Demand being only partially controllable due to multiple input avenues, unpredictability and increasing patient complexity

Solution

To address these challenges, Yale New Haven incorporated predictive and prescriptive analytics through LeanTaaS' [iQueue for Inpatient Beds](#). This solution has been effective in supporting access, accountability, and transparency throughout the hospital's inpatient bed management process.



Results

iQueue has been live at Yale New Haven Health since November 2021. The organization uses iQueue for Inpatient Beds to run daily bed meetings, perform administrative management, and identify and mitigate (predicted) capacity constraints.

“If COVID has taught us anything,” says Dr. Robert Fogerty, “It’s that we believe we can control the demand curve, but we can only do so much. The key to addressing Yale New Haven Health’s capacity issues lies in identifying and focusing on the aspects that could be controlled.”

“I think this is only going to get more complicated and more complex,” Dr. Fogerty continues, “which is why science needs to be the driving force around capacity management. It is no longer something you can do with a pencil and pad of legal paper. We need to recognize this has advanced past that and will never go back.”





YaleNewHaven**Health**