



Marna Borgstrom to retire in 2022 as CEO of Yale New Haven Health

Wednesday, September 15, 2021

New Haven, CT (Sept. 15, 2021) – After more than 43 years of exceptional service, Marna P. Borgstrom has announced her intent to retire as chief executive officer of Yale New Haven Health. Her retirement is effective on March 25, 2022.

“There is never a perfect time to retire, but I am so grateful to have had the opportunity to serve this System and the people in our communities for more than four decades,” said Borgstrom. “Words cannot express my pride in and love for this Health System and the extraordinary people who answer the call every day on behalf of our patients and their families.”

Borgstrom began her career at Yale New Haven Hospital (YNHH) as an administrative fellow in 1979. Throughout her tenure at Yale New Haven Health (YNHHS) Borgstrom took on increasing responsibilities and leadership roles.

“It is impossible to fully quantify the historic and unprecedented impact that Marna has had on Yale New Haven Health since arriving at Yale New Haven Hospital as an administrative fellow in 1979,” said Vince Calarco, chair of the YNHHS Board of Trustees. “She has brought an unmistakable blend of commitment and vision throughout her career, and most especially as the chief executive officer of this organization since 2005. In so many ways, Marna has come to define the very essence of Yale New Haven Health.”

In 1994, Borgstrom was appointed executive vice president and chief operating officer for Yale New Haven Hospital. In 2005, she became CEO of Yale New Haven Health and Yale New Haven Hospital.

“Marna has been a true partner. She has long understood the importance of the relationship between the health system and Yale University, and she has fostered vital

collaborations with the Yale School of Medicine to improve patient care and advance medical and clinical research,” said Peter Salovey, president, Yale University. “Her work has made a positive difference in our home city, across the state and throughout the nation.”

“Marna’s leadership throughout her entire career has been awe-inspiring,” noted Mary Farrell, chair of the Yale New Haven Hospital Board of Trustees. “As the first woman to serve as CEO of Yale New Haven Health, she was not just a trailblazer, but she became an approachable and compassionate leader for all employees.”

In 2020, Borgstrom faced one of her toughest challenges. Appointed by Governor Ned Lamont as a co-chair of the industry’s response to COVID, Borgstrom led both System and statewide efforts to battle this historic pandemic. Throughout the pandemic, Borgstrom ensured that not a single employee was laid off and that frontline workers received bonuses for their remarkable efforts.

“When I became Governor, no one could foresee the enormous impact of COVID-19 on Connecticut,” said Governor Ned Lamont. “In trying to navigate through this pandemic, I knew I had a friend who was an expert in the field to help me and our state respond, and that was Marna. She has been a partner since day one during some of the most trying times our state has ever seen. She offered balanced and thoughtful input and helped us most directly at our toughest moments. I wish her all the best on an extremely well deserved retirement.”

Among the many accolades throughout her career, Borgstrom has been honored as recipient of the American Hospital Association Grassroots Champion Award, the Anti-Defamation League Torch of Liberty Award, The Greater New Haven Chamber of Commerce Community Leadership Award and Business New Haven’s Business Person of the Year.

“Marna has been an iconic person in the community,” said Erik Clemons, CEO of ConnCORP. “Her early and unbridled support for ConnCAT and so many other community driven initiatives, helped shape and redefine the relationship between Yale New Haven and the community in a real and positive way. She has created a long and lasting legacy here in New Haven and throughout the State of Connecticut.”

“I have encountered very few people with innate leadership skills that Marna Borgstrom brings to the table. As a Trustee and as a CEO, Marna has long been a critical voice on the national level and has the deep respect and admiration of colleagues across the country,” commented Rick Pollack, president and CEO of the American Hospital Association. “When she speaks her colleagues listen. She truly understands the essence of strong and lasting community relationships as well, as evidenced by Yale New Haven Hospital being honored by the Foster McGaw Prize in 2017.”

“Marna is an exceptional leader who has shaped and improved healthcare in Connecticut,” said Jennifer Jackson, CEO of the Connecticut Hospital Association. “She

is visionary, focused on Connecticut hospitals' shared commitment to providing the highest quality care throughout our state and improving the health of our communities. We will miss her gracious guidance and wise counsel.”

Borgstrom has received honorary Doctor of Humane Letters from Quinnipiac University, Sacred Heart University and Albertus Magnus College, as well as a Doctor of Business Administration by the University of New Haven.

She has chaired the boards of the Healthcare Institute and the Coalition to Protect America's Health Care and is the past chair of Vizient, a Dallas, Texas-based health care company. She serves on several other boards including the Connecticut Hospital Association and New Haven Promise and has served on national healthcare boards such as the American Hospital Association and the Association of American Medical Colleges.

She received her undergraduate degree from Stanford University and was awarded a Master's of Public Health by Yale School of Public Health.

Marna P. Borgstrom, CEO, Yale New Haven Health

Over the course of her more than 43 years of service, Marna Borgstrom has achieved countless accomplishments, including:

- Planning and the construction of the Yale New Haven Children's Hospital, which opened in 1992
- Planning and opening of the Smilow Cancer Hospital at Yale New Haven in 2009
- Creation of ambulatory facilities in Guilford, North Haven, Fairfield, Stamford and Old Saybrook
- Enhancing collaboration with Federally Qualified Health Centers, including the creation of the New Haven Primary Care Collaborative
- Growing the Yale New Haven Health System, including
 - Creation of the Northeast Medical Group in 2010
 - The integration of Yale New Haven Hospital and the Hospital of Saint Raphael in 2012, creating one of the largest hospitals in the United States
 - Affiliation of Lawrence + Memorial and Westerly Hospitals in 2016
 - The integration of Milford Hospital with Bridgeport Hospital in 2018
- A strong, mutually supportive relationship with colleagues at the Yale School of Medicine and Yale University
- The initiation of Yale New Haven Hospital's Neuroscience Center to be complete in 2027.

Since assuming her role as CEO in 2005:

- Yale New Haven Health increased in volume from 82,000 inpatient visits to 119,000
- Beds across the System increased from 1,545 to 2,681
- Outpatient visits increased from 1.3 million to 3.7 million
- Yale New Haven Hospital was continually ranked among the nation's best, earning a spot on the US News and World Honor Roll in 2007, 2008, 2009 and 2019
- Yale New Haven Health revenues grew from \$1.4 billion to \$5.3 billion
- Employees of the Health System grew from 11,500 to 28,500
- Medical Staff grew from 3,476 to 6,911

As a leader always focused on her team, Borgstrom was asked about her greatest achievement in an interview in 2015. She responded that she is most proud of the people she's recruited and the success of the leadership team, not just one or two individuals. She said:

- *“They move the organization forward magnificently well. One of my predecessors told me that one of the hardest things about becoming the CEO is you move from being a player to being a conductor. Rather than playing first violin really well, you decide who is the best at each instrument and then help them play together to produce beautiful music. That's the challenge of leadership: finding the right people, encouraging them, expecting them to work together and then letting them go and do their thing.”*

*Yale New Haven Health (YNHHS), 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 affiliated with Yale University and **Yale Medicine**, the clinical practice of the Yale School of Medicine and the largest academic multi-specialty practice in New England. Yale New Haven Hospital is the primary teaching hospital of Yale School of Medicine. www.ynhhs.org*