

Building on our
**PILLARS OF
EXCELLENCE**

A BLUEPRINT FOR SUCCESS | ANNUAL REPORT 2017



The Brooklyn Hospital Center

Keeping Brooklyn Healthy

TBHC is Rising

BROOKLYN IS ON THE RISE. You see it everywhere, in new buildings Downtown reaching skyward, in exciting businesses, restaurants and places of entertainment, and, most especially, in the people—many just discovering all the borough offers, many more with roots that run through generations.

Brooklyn is on the rise, and in 2017 The Brooklyn Hospital Center rose with it. The future holds the promise of our redevelopment master plan—close to 5 million square feet for healthcare, residences and retail—but the present is every bit as bright from one end of the hospital to the other.

All of this results from careful, intentional planning articulated in our Blueprint for Financial and Operational

Success. The Blueprint is transforming TBHC and it rises on five pillars of excellence:

Pillar I THE PATIENT EXPERIENCE

Pillar II QUALITY AND SAFETY

**Pillar III INFRASTRUCTURE: PEOPLE,
PLACES AND TECHNOLOGY**

Pillar IV STRATEGY

Pillar V FINANCIAL STABILITY

In each of these five pillars, The Brooklyn Hospital Center is improving now and committed to improving tomorrow. Our team of dedicated healthcare professionals has embraced the Blueprint, our patients are experiencing it and our community needs it.



Changing Times, Unchanging Commitment

BROOKLYN IS CHANGING and the way healthcare is delivered is changing, too. In answer to these shifts, The Brooklyn Hospital Center is evolving. But one thing will never change—at TBHC, every patient who walks through our doors will receive the highest-quality care our outstanding team can provide.

As we look back on 2017 and look forward to 2018 and beyond, we are guided by that commitment. We're the oldest hospital in Brooklyn with nearly 175 years of experience, and we're the only hospital for the nearly one million people in our catchment area. As we build on our past, we are committed to a future of service, excellence and success.

Two years ago, we established TBHC's Blueprint for Financial and Operational Success, which rises on five pillars of excellence. In each pillar, we identified areas to improve. We worked as a team to adapt our processes to create positive change and measure results, and then we started over, launching a cycle of continuous improvement. In 2017, we saw exciting and encouraging steps forward in each of these five pillars, which you can read more about in this annual report:

Pillar I THE PATIENT EXPERIENCE We began with a multidisciplinary team drawn from across our organization and looked at hospital processes with one goal: center everything around the patient.

Pillar II QUALITY AND SAFETY We tracked the care we delivered and measured outcomes. These metrics enabled us to find where we needed to improve and to execute strategies to see that improvement come to life.

Pillar III INFRASTRUCTURE: PEOPLE, PLACES AND TECHNOLOGY We're adopting the Epic electronic medical record system, which is going to be a game-changer. And our new Brooklyn Heart Center, in alliance with Mount Sinai Heart, is an example of people, places and technology making life-saving differences today.



Carlos P. Naudon, Chairman of the Board of Trustees, and Gary G. Terrinoni, President and Chief Executive Officer

Pillar IV STRATEGY It's vital we operate from a strategy that positions us to meet evolving needs. The objective is to create a model that gives the people we've been treating all these years, and who have been so supportive of us, the best care we can provide, and then convey that same commitment and experience to the diverse new community moving into North and Central Brooklyn.

Pillar V FINANCIAL STABILITY As we approach our 175th year in 2020, we want nothing more than to provide our neighbors with another 175 years of service. Sound finances will help us get there.

Changing times? Absolutely, but they are times of exciting opportunity for The Brooklyn Hospital Center and for every member of this wonderful community we serve.

Carlos P. Naudon
CHAIRMAN OF THE BOARD OF TRUSTEES

Gary G. Terrinoni
PRESIDENT & CHIEF EXECUTIVE OFFICER

PILLAR I

THE PATIENT EXPERIENCE

There's a reason the first pillar of The Brooklyn Hospital Center's Blueprint for Financial and Operational Success is the Patient Experience. At TBHC, everything begins and ends with the patient and this single question:

“How can we make every

patient's experience the

best it can be?”

The Center of Our Universe

IN THE FIVE PILLARS of the Blueprint for Financial and Operational Success, Patient Experience is number one. A specific initiative, The Patient Experience, is overseen by Chief Operating Officer Robert Aulicino and Chief Nurse Executive Mary Anne Healy-Rodriguez. “The overarching theme of the initiative is to create an experience for the patient as opposed to simply providing a satisfying service,” Mr. Aulicino says. “Patients will walk out of our hospital knowing we cared for them not just physically, but emotionally and personally as well.”

A multidisciplinary team was assembled that includes representatives of every service that touches patients—transport, food service, nursing, pharmacy and more. “We began by asking ourselves, what does the patient really value?” Dr. Healy-Rodriguez says. “Then we looked at our own processes, people and ways of delivering service, and asked, what are the barriers to our success?”

The team sought changes for sustained improvement. Operations were streamlined to keep caregivers at the bedside. Employees were empowered to not just provide service but to engage personally with patients. “Mobilizing our front-line staff has created a culture where

“We began by asking ourselves, what does the patient really value?”

**DR. MARY ANNE HEALY-RODRIGUEZ,
CHIEF NURSE EXECUTIVE**

each employee, no matter his or her role, can help shape the patient experience,” says Guy Mennonna, Senior Vice President for Human Resources. “We take pride in knowing that this effort is being fueled by our staff and their commitment to provide quality and compassionate care.”

The team implemented practices that were identified as beneficial and doable. For instance, before The Patient Experience, staff members on the patient floors made hundreds of weekly trips to the pharmacy to retrieve prescribed medicine not yet delivered bedside. This peaked

in April 2017 with 301 nursing visits to the pharmacy. Breakdowns in processes were identified. Solutions were developed and put in place, with a commitment to monitor the process. The result? Just six months later, nurse team visits to the pharmacy hit a low of 64 in a week and that number has since remained below the goal of 74 weekly trips.

“We’re staking our claim as a vital part of this community, and we’re seeing great outcomes,” Dr. Healy-Rodriguez says. “We’re saying, as you live your life here, we want to be part of your life in a positive, meaningful way.”



Senior leaders on The Patient Experience initiative, Robert Aulicino and Mary Anne Healy-Rodriguez

The Extra Mile

IT CAN BE AS SIMPLE as changing where the wheelchairs are stored. When your one goal is a positive, professional and personal experience for every patient, little things like that can make a big difference.

For 11 years, Hakeem Salaam, Patient Transporter, has worked at The Brooklyn Hospital Center. Now, he also is part of a multidisciplinary team helping the entire organization implement a cutting-edge initiative. The Patient Experience, which beyond improving the quality, efficiency and friendliness of service, encourages staff to make personal, emotional and intellectual connections with patients.

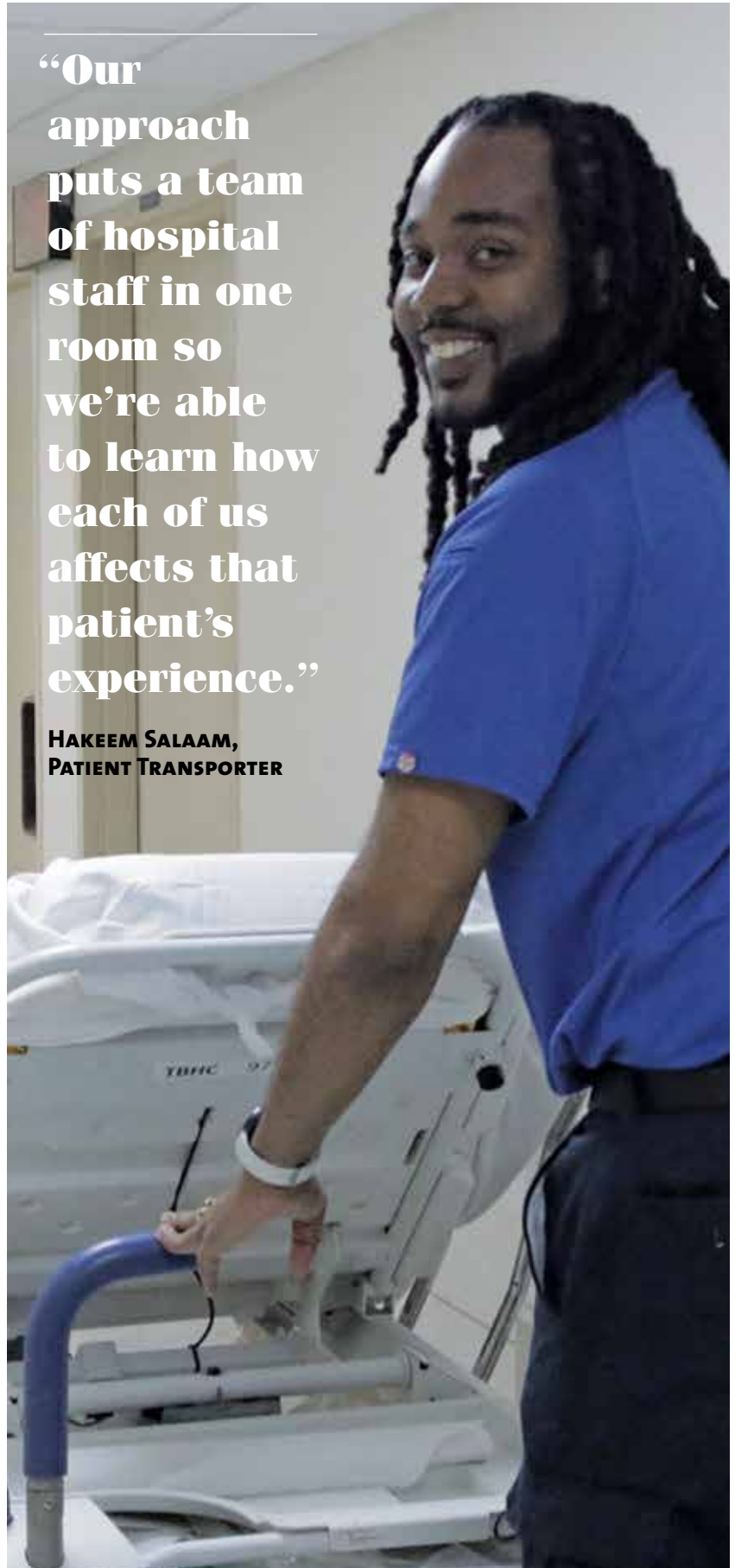
“Our approach puts a team of hospital staff in one room so we’re able to learn how each of us affects that patient’s experience,” Mr. Salaam says. “We find overlaps in our procedures. We’ve been taught process improvement techniques. We save time and effort, and the patient’s experience is better.”

How does wheelchair storage affect that? For a patient being discharged, the wait time for a wheelchair could typically be 15 minutes or more. By organizing wheelchair storage throughout the hospital closer to where they are routinely needed, the wait is now negligible.

“The result is that 15 minutes of frustration is now 15 minutes freed up,” Mr. Salaam says. “If I use that time to go the extra mile, I reduce patient anxiety and build better rapport. I make a personal, positive, indelible impact. Everything each person does affects how the patient perceives care. I have one goal: center everything around the patient.”

“Our approach puts a team of hospital staff in one room so we’re able to learn how each of us affects that patient’s experience.”

**HAKEEM SALAAM,
PATIENT TRANSPORTER**



Back on Her Feet and Dancing!

AT AGE 77, Elspeth Macdonald is dancing again. Seven years ago, this Brooklyn designer, teacher and writer walked with pain. “I knew I needed a knee replacement in 2010,” Ms. Macdonald says. “But I was scared, and the orthopaedic surgeon I saw at another hospital was terse and did little to put me at ease.”

So, she waited. Then last year, when she could wait no longer, her acupuncturist told her, “Go to Dr. Joseph Fetto at The Brooklyn Hospital Center.”

Ms. Macdonald has been active all her life. She ran three marathons, the last one at age 50. More recently, she enjoyed cross-country distance running. When she tripped while running on a dirt road, she hurt her left knee.

At TBHC, Ms. Macdonald found a caring, professional team committed to her best outcome. Still, as her surgery approached, she was terrified. Dr. Fetto, Chief of Orthopaedics, urged her to contact him over the weekend before her Monday surgery if she needed reassurance, a genuine gesture that meant the world to Ms. Macdonald.

From her welcome, to the nurses at her bedside, to transport, to the procedure itself, “Everyone was

lovely,” Ms. Macdonald says of the surgery. Her experience after the surgery followed suit. When it was time for rehab, her TBHC care team suggested a few physical therapists they felt would be best for her.

Just three weeks after the surgery she had feared for many years, Ms. Macdonald was back in a class taught by Dances for a Variable Population. Now, she can walk over five miles a day without constraints, and was even invited by her dance teacher to the most difficult class offered.

Ms. Macdonald provides a straightforward appraisal of her experience: “I want a t-shirt that says, ‘Ask me about my knee doc at The Brooklyn Hospital Center.’”



Elspeth Macdonald, patient, and Dr. Joseph Fetto, Chief of Orthopaedics

PILLAR II

QUALITY AND SAFETY

We are the only hospital in Downtown Brooklyn, a diverse community—children to seniors, insured and not, those in need of urgent care and those on a long-term wellness journey.

We owe each individual the highest quality of care delivered in the safest manner possible.

2017 QUALITY AWARDS AND RECOGNITIONS



Measure for Measure

“We want to be the best hospital in Brooklyn, but in our heart of hearts, we want to be the best in the nation.”

**DR. VASANTHA KONDAMUDI,
SENIOR VICE PRESIDENT AND CHIEF PATIENT SAFETY & QUALITY OFFICER**

THE OLD SAYING “What gets measured, gets done” is finding new expression at The Brooklyn Hospital Center.

Quality and Patient Safety is the second pillar of TBHC’s Blueprint for Financial and Operational Success. Dr. Vasantha Kondamudi, Senior Vice President & Chief Patient Safety and Quality Officer, is the key architect and driver of TBHC’s Quality and Safety initiatives. She leads a team of dedicated staff and has designed a Quality and Patient Safety program in collaboration with the senior management team, departmental chairpersons, and clinical and operations teams working at all levels.

The efforts made to improve the Leapfrog Hospital Safety Grade is a perfect example. The Leapfrog Group surveys 1,947 hospitals across the country and assigns letter grades for patient safety. TBHC received a grade of “F” based on 2013 and 2014 performance. TBHC then set out to bring zero harm to patients and become a high-reliable organization. Dr. Kondamudi says, “In starting our journey, we had to change our culture, practices and processes and improve all aspects of patient safety.”

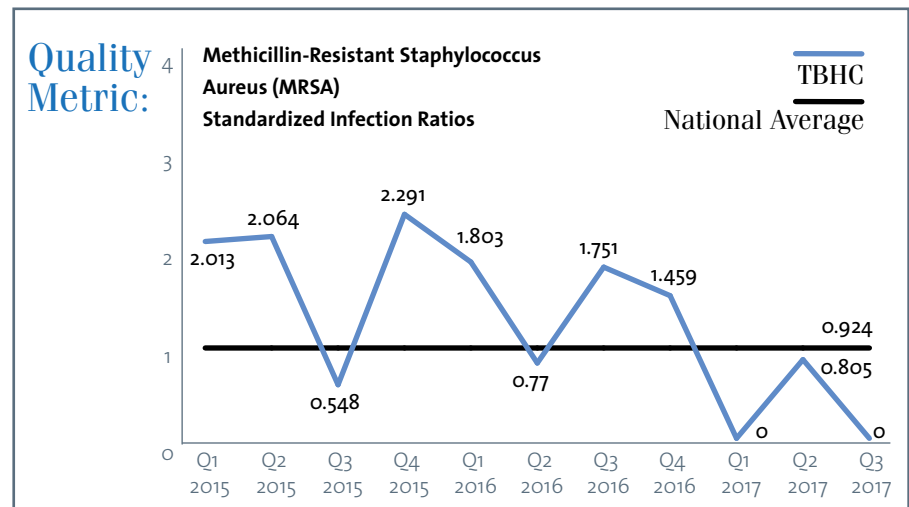
Daily surveillance of our practices and processes is one tactic used to meet our targets. Several hospital-wide initiatives and implementation of many patient-safety

best practices have resulted in significant reductions in infections and hospital-acquired conditions. These efforts have resulted in an improved grade of “C” in 2017, a typical grade for New York City hospitals. This past year was the best year at TBHC with the lowest levels of hospital-acquired infections. “I’m grateful for the unequivocal hospital support,” says Dr. Kondamudi. She and her team have their sights set on further improvements in 2018 and resolve to do even better.

The Centers for Medicare & Medicaid Services (CMS), which regulates all hospitals that receive Medicare and Medicaid reimbursement, has developed value-based performance metrics to incentivize hospitals. “Maintaining and expanding these improvements requires focused effort and TBHC is extremely motivated to accomplish this,” says Dr. Kondamudi.



“I always say we want to be the best hospital in Brooklyn, but in our heart of hearts, we want to be the best in the nation.”



The Best Care Where It's Needed Most

EVERY MORNING in The Brooklyn Hospital Center Intensive Care Unit, Dr. James Gasperino convenes Morning Report, where the hospital's most experienced intensive care physicians gather with every staff member who plays a role in managing ICU patients—nurses, residents, even representatives from the pharmacy.

"Everyone is there at the same time, and we go through every patient," says Dr. Gasperino, Chair of the Department of Medicine, Associate Chief Medical Officer and Vice President for Critical Care. "It's the largest inter-professional team in the hospital. We work together

to capitalize on everyone's individual strengths so a team of experts becomes an expert team. This model results in great processes and the implementation of evidence-based care leading to great outcomes."

Under Dr. Gasperino's leadership, TBHC has created a Center for Critical Care Services, the first of its kind in Brooklyn. Dr. Gasperino is its founding director. This new approach to critical care is a leading factor in TBHC's drive to continuously improve the quality and safety of the care we deliver, and it is paying off. "The Center for Critical Care Services has instituted robust measures to track quality improvement, do so more frequently and look for opportunities for additional gains," Dr. Gasperino says. "From a mortality standpoint, people are walking out of our hospital today that probably wouldn't have walked out of other hospitals. I am very proud of the team"

Dr. Shalom Buchbinder, Chief Medical Officer, points out that, "Patients and their families can have peace of mind that experienced attending physicians are



The Intensive Care Unit's Morning Report, the largest inter-professional team at TBHC, led by James Gasperino, MD, center.

taking care of their loved ones. They are being treated by highly qualified doctors when they are at TBHC."

Another benefit of the model is value. "The patients who need care most, receive the most expert care available," says Dr. Gasperino. "We are delivering the highest-quality care in the most efficient fashion and, therefore, at the lowest cost. It



After Morning Report, bedside rounds are conducted.

“We work together to capitalize on everyone’s individual strengths so a team of experts becomes an expert team.”

**DR. JAMES GASPERINO,
CHAIR OF THE DEPARTMENT OF MEDICINE,
ASSOCIATE CHIEF MEDICAL OFFICER AND
VICE PRESIDENT FOR CRITICAL CARE**



reduces redundancies, enhances safety and improves our processes.”

The benefit goes beyond the ICU as well. The Center is also home to the Critical Care Outreach Service. “When a patient is in crisis anywhere in the hospital, a rescue squad can show up led by the most experienced critical care physician available,” Dr. Gasperino said.

Dr. Gasperino brings a national reputation in critical care to this endeavor. The Society of Critical Care Medicine named him as just one of 23 members of the Academic Leaders in Critical Care Medicine advisory group, which contributes to the creation of national guidelines for delivering critical care.

Critical Care is one example of The Brooklyn Hospital Center’s commitment to quality and safety, but certainly not the only one. With the Blueprint for Success as a guide, the Quality and Safety pillar is a point of emphasis for every TBHC team member in every department.



Dr. James Gasperino (left), directing Morning Huddle.

PILLAR III

INFRASTRUCTURE **PEOPLE, PLACES AND TECHNOLOGY**

Quality care, a safe environment and an excellent patient experience rise from having the best people, in the appropriate places, equipped with the most advanced tools. Our third pillar puts the muscle in our Blueprint for Financial and Operational Success.

**Infrastructure is
making sure our
Blueprint succeeds.**

An Improvement of Epic Proportions

THE BROOKLYN HOSPITAL CENTER is making a \$50 million investment in improving quality of care and safety. You might even call it an “epic” investment.

Epic Systems, an integrated healthcare software system, is a single electronic medical record that the entire staff can use to take care of patients from scheduling, registration, clinical documentation, billing, communicating with each other, accessing data from other providers and data analytics. “Epic improves the patient experience, allows better quality of care and enables improved patient safety, while saving staff time through better efficiency and improved transparency. It also provides reams of data from which hospital administrators can base decisions,” says Dr. Sam Amirfar, TBHC Chief Information Officer.

Before Epic, there were eight different systems storing patient information with only basic connection between each other and little information exchanged. With Epic, every piece of information is available to every department in one seamless database. “Currently, it’s similar to working in the dark. We think we’re doing our job well, but we have no idea what others are doing,” Dr. Amirfar says. “Using Epic is like turning on a bright light. I can finally see what others are doing, I can see where the logjams are, and I can see what’s working and what’s not working. I don’t have to work in a silo anymore. I can also see the limitations and errors in my own work.”

The Brooklyn Hospital Center’s Blueprint for Financial and Operational Success rises on five pillars. Pillar three is Infrastructure, but that really means people, places and technology. Technology such as Epic is key to improving every aspect of the hospital’s operations.

The Epic software will go live throughout the ambulatory care network in the summer of 2018. “Epic will give the right tools to staff to allow them to take better care of their patients using more efficient workflows,” says Dr. Amirfar.



Dr. Sam Amirfar, Chief Information Officer, leading an Epic steering committee meeting.

“I can see what others are doing, I can see where logjams are, and I can see what’s working and what’s not working.”

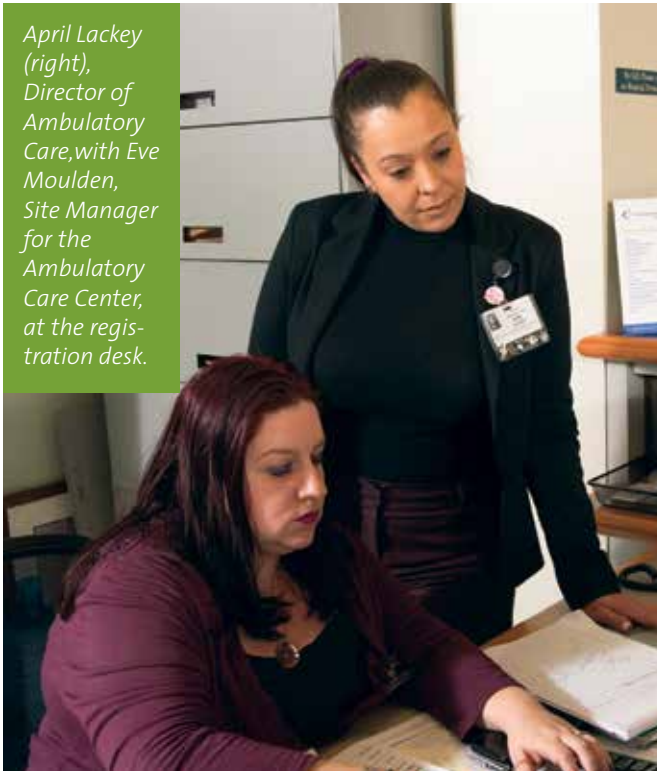
**DR. SAM AMIRFAR,
CHIEF INFORMATION OFFICER**

Hands on with Epic

APRIL LACKEY'S JOB is about to get three times better. As Director of Ambulatory Care at The Brooklyn Hospital Center, Ms. Lackey and her team deal with patients from the time they make an appointment until a bill for service gets sent out. Right now, that means using three different patient record management platforms—one to register the patient, a second to add notes and a third for billing.

But with Epic, there will be one system for every department in the hospital for every action. "Epic will cut wait time at registration," Ms. Lackey says. "Most of the registration process will be done before the patient walks through the door. We'll have their full record—insurance information, most recent care delivered, next scheduled appointment—in one place." Epic also has the capability to recognize key phrases, which will speed the process even more the next time that patient comes for treatment. Plus, Epic will support self-service kiosks, so patients entering an Ambulatory Care facility can start their own registration process.

April Lackey (right), Director of Ambulatory Care, with Eve Moulden, Site Manager for the Ambulatory Care Center, at the registration desk.



“Sure, Epic makes us more efficient. And, yes, we’ll make fewer mistakes. But what excites me most about Epic is that the staff will have more time freed up for patient care.”

APRIL LACKEY, DIRECTOR OF AMBULATORY CARE

That’s just scratching the surface. Now, instead of going to the second system to notate the record about care delivered, it’s on the same system. A seamless platform like Epic also reduces the possibility of errors created by going from place to place.

Epic also allows anyone in the hospital authorized to see a patient’s record to pull it up from wherever they work. Under the current system, departments work in silos, adding extra time and effort to track a patient’s experience.

“Moving to Epic is a valuable investment for both our patients and staff. Epic’s robust features and rich extractable data will enable our staff to provide direct, effective, cost-efficient treatments,” says Judy McLaughlin, Vice President of Clinical Integration and Population Health. “Features such as clinical decision support, population health analytics, risk stratification of patients, identification of gaps in care, improved patient and staff communications, and transparency of clinical and financial data will transform TBHC. Achieving our triple aim of patient satisfaction, clinical quality and low cost will be greatly enhanced by a system like this.”

Most importantly, all of these Epic-related improvements benefit the patients. “I’m a Brooklynite. Giving back to the people of this borough is a true privilege,” explains Ms. Lackey. “Sure, Epic makes us more efficient. And, yes, we’ll make fewer mistakes. But what excites me most about Epic is that the staff will have more time freed up for patient care. That is what is near and dear to my heart.”

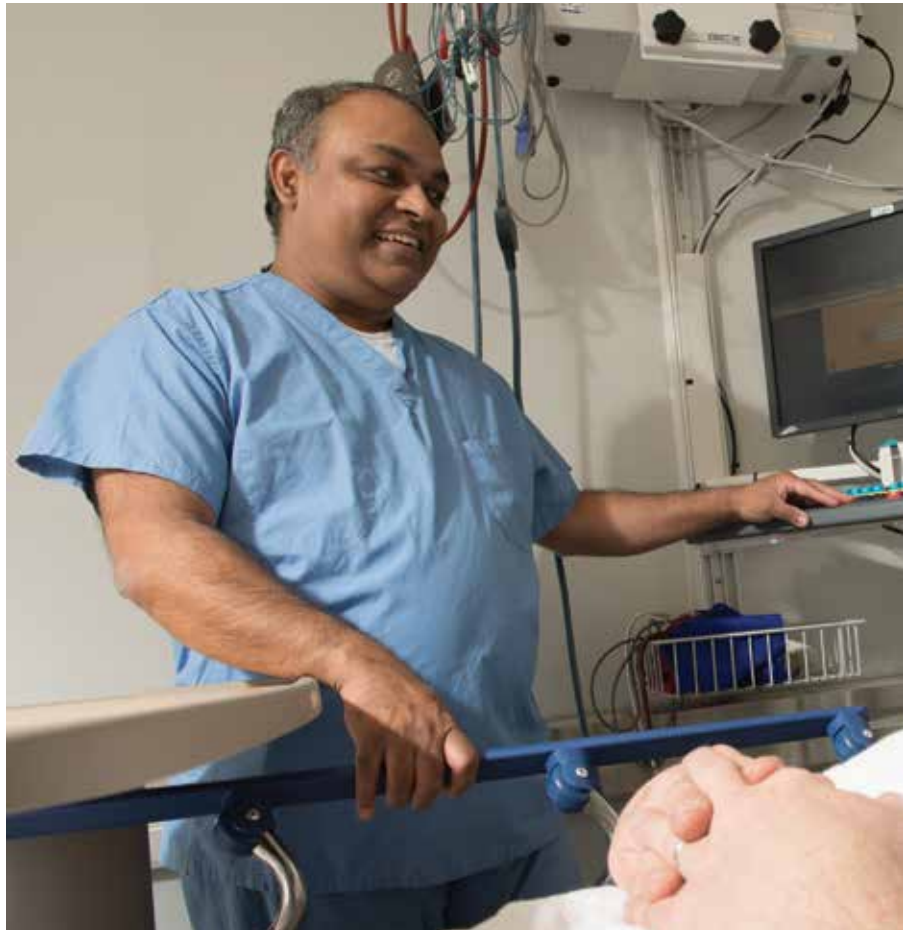
The Heart of the Matter

WHEN IT COMES to excellent heart care, time saved means lives saved. The communities that The Brooklyn Hospital Center serves have a significant need for interventional heart care and treatment services, such as PCI (stents) and electrophysiological studies. Now, they have it.

This year, The Brooklyn Hospital Center partnered with Mount Sinai Heart, part of the renowned Mount Sinai Health System, to offer comprehensive cardiac care in Downtown Brooklyn. It's a perfect example of TBHC's Blueprint for Financial and Operational Success at work. The third pillar calls for exactly this kind of investment in people, facilities and technology to offer vitally needed services.

"The expansion of TBHC's cardiology services means increased access to high-quality care for nearly one million Brooklyn residents, both in incidents of emergency and preventive care," says Dr. Sarath Reddy, Chief of Cardiology. "The enhanced cardiology program means local, quality, compassionate heart care—all without crossing a bridge."

The partnership allows TBHC's excellent cardiologists and clinicians to offer sophisticated preventive, diagnostic, interventional and treatment services. Supported by a joint cardiology fellowship



under the Icahn School of Medicine at Mount Sinai, primary cardiology services also are offered through TBHC's Family Health Centers and other sites in TBHC's ambulatory care network.

Mount Sinai Heart's Cardiac Catheterization Laboratory has a 19-year track record of offering the highest level of patient safety in

New York State. "With the expansion of these services under Mount Sinai Heart's direction, the newly enhanced Brooklyn Heart Center is growing TBHC's already excellent cardiac program into a destination service for Brooklynites," says Dr. Srinivas Kesanakurthy, Director of the Brooklyn Heart Center and the Cardiac Catheterization Lab.

“The newly enhanced Brooklyn Heart Center is growing TBHC’s already excellent cardiac program into a destination service for Brooklynites.”

DR. SRINIVAS KESANAKURTHY, DIRECTOR OF THE BROOKLYN HEART CENTER AND THE CARDIAC CATHETERIZATION LAB

PILLAR IV

STRATEGY

It's vital to work hard and effectively.
It's equally vital that TBHC works in
concert with a sound strategy. Every
endeavor of our excellent team is
guided by a plan that ensures

the right people

delivering the right care

at the right place

at the right cost.

Looking to the Future, Building on the Past

THE BROOKLYN HOSPITAL CENTER has been KEEPING BROOKLYN HEALTHY for nearly 175 years. But the way outstanding health services are delivered is changing, and TBHC is looking to the future with a strategy to build on what we learned yesterday to continue providing excellent healthcare tomorrow.

The days have passed where a hospital sits in one central facility waiting for those in need of healthcare to come receive it. “Healthcare today no longer works as a ‘facility-centric’ model,” says Executive

“Our strategy ensures TBHC will continue to meet the needs of our most vulnerable population.”

**JOHN GUPTA,
EXECUTIVE VICE PRESIDENT AND CHIEF STRATEGY OFFICER**

Vice President and Chief Strategy Officer John Gupta. “Our strategy is to deliver needed care in the right setting at the right time at the right cost.” TBHC is building a strategy that will create a dynamic, exciting main campus that is right-sized for providing Downtown Brooklyn and the surrounding area the care it needs. We also plan to enhance our network of ambulatory care centers so those seeking outpatient treatment receive that care close to home. Finally, we reach out with health and wellness initiatives that can both prevent the need for hospital care and alert clinicians when care is needed.

The expectation over the coming years will be to deploy our capital assets to invest in the hospital campus to meet the changing needs of healthcare. We plan to vacate an outdated building and relocate physician practices to a new 60,000-square-foot medical office space. TBHC has signed a contract for the sale of 240 Willoughby, contingent upon the State’s approval, and signed a lease with the New York City hotel employee benefits fund for new space at 620 Fulton. The hospital also refinanced some of its debt to strengthen our financial position. “Our Senior VP and General Counsel, Stacy A. Friedman,





Some possible renderings of a new, exciting future.

was crucial in helping us negotiate these contracts and agreements,” says Mr. Gupta.

Additionally in 2018, thanks to a \$25 million grant from New York State, TBHC will renovate our Emergency Department, which is 60 percent undersized for its patient volume.

TBHC’s strategy puts us in partnership with urgent care centers, while simultaneously developing other ambulatory services that will dovetail with our primary care physicians. “This geographic diversity provides our community with expanded access to care,” says Mr. Gupta.

TBHC also has in place alliances with other downtown institutions, such as Brooklyn Academy of Music (BAM) and Barclays Center where we have sponsorships that, in part, provide health education and screenings to their audiences.

As Brooklyn changes, The Brooklyn Hospital Center will also evolve. But one thing that is never-changing is our commitment to every person we serve. “Our strategy ensures TBHC will continue to meet the needs of our most vulnerable population,” says Mr. Gupta. “We will also reach out to provide care to the new influx of residents in our community.”



STRATEGY

TBHC is in the Heart of Downtown Brooklyn

Brooklyn Navy Yard 

FLATBUSH AVENUE

BROOKLYN QUEENS EXPRESSWAY

MYRTLE AVENUE



Fort
Greene
Park

CLINTON
HILL



DEKALB AVENUE

FORT
GREENE

LAFAYETTE AVENUE

DOWNTOWN
BROOKLYN



Atlantic
Terminal - LIRR

FULTON STREET



Barclays
Center

ATLANTIC AVENUE

PILLAR V

FINANCIAL STABILITY

2017 was a year of important financial accomplishments that will set the course for our future. We entered into strategic partnerships, signed contracts that allow us to improve the delivery of care to our community, refinanced our debt and received a \$25 million transformation grant from New York State to renovate our Emergency Department.

**These steps are forming
the financial building blocks
for a stronger 2018 and beyond.**

2017 Patient Care Statistics

“2017 was a year of financial regrouping. TBHC laid the groundwork for a sounder future.”

**GARY G. TERRINONI,
PRESIDENT AND CHIEF EXECUTIVE OFFICER**

INPATIENT DISCHARGES¹

14,902

PATIENT DAYS¹

76,587

AVERAGE LENGTH OF STAY

5.14

OCCUPANCY (staffed beds)²

70%

DELIVERIES

2,394

OUTPATIENT VISITS

275,370

**AMBULATORY SURGICAL
PROCEDURES**

10,362

**EMERGENCY DEPARTMENT
VISITS³**

74,778

**EMERGENCY DEPARTMENT
ADMITS⁴**

10,930

**EMERGENCY DEPARTMENT
OBSERVATION**

3,044

HOSPICE DAYS

1,357

¹ Excludes Newborn, includes NICU

² Acute Services, excludes Newborn

³ Includes Observation

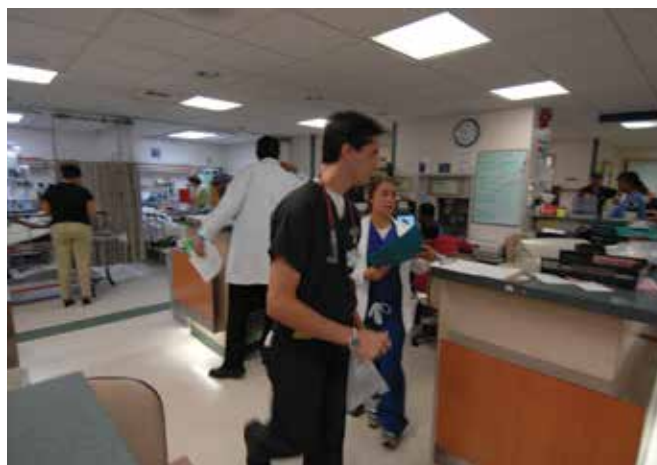
⁴ Excludes Observation



Labor and Delivery patients are supported by excellent ultra-sound services.



TBHC's hospice unit, a place of comfort and care.



The ED, a blur of motion always. The \$25 million transformation grant will help modernize this important community resource.

The Founders Ball

MORE THAN 750 GUESTS packed the ballroom at the New York Marriott-Brooklyn Bridge on September 27, 2017, to see football legend Joe Namath honor champions of healthcare as The Brooklyn Hospital Foundation hosted its annual Founders Ball.

For the fifth year in a row the event netted over 1 million dollars, with 2017 proceeds underwriting two important projects. The first is the installation of 32-inch, HD, interactive televisions at each patient bed. The TVs have 80 channels and a fully interactive pillow speaker. They will show caregiver information and patient schedules, and enable patients to request assistance and meals, and access educational videos. The second project is the purchase of the Simbionix GI-Bronch Mentor System. TBHC has 268 residents and fellows and this system is a teaching and training simulation tool.

Those honored in the festivities led by “Broadway Joe” and Events Chair Lori Acker included:



1. **Carlos P. Naudon, Chairman of the Board; Christine Hauer; Enrique Naudon; Ignacio Naudon**
2. **Susan Skerritt, Trustee; Will Archie, Trustee; Lizanne Fontaine, Trustee**
3. **Noah Kondamudi, MD; Lori Acker, Event Chair; Debbie Niederhoffer, VP and Chief Development Officer; Gina Moskow**
4. **Xamayla Rose, Trustee; Dino Veronese, Chairman, The Brooklyn Hospital Foundation; Yvonne Graham**
5. **Charles Modica and Patrick Adams, Honorees; Daniel Ricciardi, MD; Joe Namath**
6. **Sam Amirfar, MD, and Asele Amirfar**



■ **CHARLES R. MODICA, JD**, Chancellor and Chair of the Board of Directors of St. George’s University, a university he co-founded in 1977 in Grenada, West Indies, as an independent school of medicine.

■ **PATRICK ADAMS**, the founding and senior partner of his law firm, Patrick F. Adams, P.C. in New York, who is a co-founder, trustee and officer of St. George’s University.

■ **ANDERS COHEN, DO**, Director of the Neurosciences Center at The Brooklyn Hospital Center, who was named a Walter E. Reed Medal Award Honoree. Dr. Cohen specializes in minimally invasive neurosurgical treatments and was the first New York City physician to perform the extreme lateral interbody fusion and Trans1 procedures to treat the lumbar spine.

■ **SAIMAMBA VEERAMACHANENI, MD**, Director of Clinical Cardiology at The Brooklyn Hospital Center, who was also named a Walter E. Reed Medal Award Honoree. At The Brooklyn Hospital Center, Dr. “Sai” completed her internal medicine residency followed by a fellowship in cardiology, becoming one of the first women in New York to achieve this distinction.

THANK YOU TO ALL OF OUR LOYAL AND GENEROUS SUPPORTERS. SEE YOU NEXT YEAR ON OCTOBER 18, 2018!

- 7. Joe Namath and Eric Adams, Brooklyn Borough President
- 8. Gary G. Terrinoni, President and CEO
- 9. Chris O’Connor, GNYHA Ventures; Dean Sheffield; Bert Sansariq
- 10. Lizanne Fontaine, Trustee; Lana Slootsky; Jon Weld, Trustee
- 11. Saimamba Veeramachani, MD, Honoree, and Family with Joe Namath
- 12. Lori Acker, Event Chair; Anders Cohen, DO, Honoree; Barbara Williams

THANK YOU, DONORS

**THE BROOKLYN HOSPITAL FOUNDATION
ACKNOWLEDGES THE OUTSTANDING
LIFETIME CONTRIBUTIONS FROM THE
FOLLOWING INDIVIDUALS AND BUSINESSES.
THEIR SUPPORT AND DEDICATION ADVANCES
THE BROOKLYN HOSPITAL CENTER'S ESSENTIAL
ROLE IN SERVING BROOKLYN'S COMMUNITIES.**

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WHY I GIVE

Helping Kids in Medical Crisis

Bob Nathanson served as a professor at Long Island University. “Over many years, I received grant money to support programs for students with special needs,” Dr. Nathanson says. “Several benefiting from these programs battled sickle cell disease.”

Dr. Nathanson typically sent class notes to hospitalized students and visited them, as well, usually at The Brooklyn Hospital Center. “I saw how TBHC’s care helped these young people move beyond

their struggle to attend college and graduate.”

Like so many with a heart for Brooklyn, Dr. Nathanson’s borough roots run deep. His father was born and raised here as were his father’s three siblings. After Dr. Nathanson and his wife retired a few years ago, his cousins asked them to serve as trustees of their family fund. When they considered organizations to support, they thought of TBHC.

“TBHC’s Development Office gave us a wish list that included funding sleeper chairs for parents of hospitalized children. Without such chairs, parents had no place to sleep close to their child and offer much-needed comfort.” Dr. Nathanson presented the idea to his cousins who support the fund. They were thrilled and embraced additional ways to help, including buying books for volunteers to



read to hospitalized and outpatient children, and for the kids to take home. “The wonderful work of The Brooklyn Hospital Center needs to be supported,” he says.

Totally Sold on TBHC



Xamayla Rose began volunteering on The Brooklyn Hospital Center's Young Leadership Council where young professionals help bridge the gap between the hospital and the giving community.

"My brother was born here," she says. "Other family members, too. Many in my family get treatment here." Beyond that personal connection, she has an appreciation

for what TBHC does for those in need. "I feel it's one of the few hospitals that actually reaches out to the community and does what it can to lessen the shortfall so many face," she says.

Ms. Rose volunteered and was public in her support. The Young Leadership Council provided support for the Pediatric Intensive Care Unit and arts activities for children with terminal illnesses. They partnered

with local Brooklyn businesses and organizations to keep the community engaged.

Ms. Rose, now a Program Strategist for the New York City Human Resources Administration, joined the Board of Trustees of The Brooklyn Hospital Foundation. "The hospital's work is noble," she says. "This is a place not just waiting, but rather going out to the community. I'm totally sold on it."

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Lending a Hand

In 1976, Patrick F. Adams was one of four founders of St. George's University in Grenada, West Indies. It was a school of opportunity, a place for those who needed a different route into the medical field. Its students had the passion and the intellect; they just needed a hand.

Mr. Adams was there to give it. Since the school's founding, 17,000 graduates are working in medicine around the world.

Lending a hand once again, Mr. Adams graciously funded a project to beautify and expand

TBHC's Interfaith Chapel, which will be named for his family. What's extraordinary about the chapel plan is that it is truly interdenominational, encompassing all faiths to create a space that feels welcoming for all. Read these responses written from grateful chapel-goers:

■ "I was raised Muslim, and I remember the first day I stumbled upon the chapel room. I was amazed that every faith was represented; I even called my parents to tell them."

■ "As a native Jewish New Yorker, I know it is very

important for patients to not lose their strength or faith, which helps them through any medical treatment. Having a chapel that serves everyone in the community will help nourish these faiths and strengths we all cherish."

■ "As a practicing Catholic, I personally understand the importance of a strong sense of faith, especially in difficult life situations. The patients and families at The Brooklyn Hospital Center are privileged to have access to a peaceful, reverential place."



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You Make the Difference

IT'S EASY TO LOOK at The Brooklyn Hospital Center, which will turn 175 years old in 2020, and think: They don't need me. They've been around so long. They'll always be around. They're big. They're growing. They don't need me.

But, we do.

Make no mistake, this is a wonderful time in the life of TBHC. You can feel it in the enthusiasm of our amazing team as they work daily to improve every patient's experience. You see it in the planning to upgrade our campus such as the upcoming new Emergency Department. When an organization is on the rise, you sense it.



But it doesn't rise without support. The many donors who partner with us are crucial to all the good you see going on. Donors underwrite research studies, purchase new equipment, fund medical programs, enable vital services and ensure that outreach efforts benefit our entire community.

The Brooklyn Hospital Center makes a difference for the million people in our service area, but you make the difference for us. Your partnership at any level is invaluable. Email Debbie Niederhoffer, Vice President and Chief Development Officer at The Brooklyn Hospital Foundation, to learn more (dniederhoffer@tbh.org).



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