



TURNING TO *THE FUTURE*



2019 REPORT TO THE COMMUNITY



The Brooklyn Hospital Center
Keeping Brooklyn Healthy

*The Brooklyn
Hospital Center*





MESSAGE FROM THE *BOARD CHAIR* & *CEO*

WE HAVE COME TO AN EXCITING TURNING POINT in the life of The Brooklyn Hospital Center. It is a point from which we look back at the results of years of planning and hard work, and a point at which we look forward to a more dynamic future.

A FIRM FOUNDATION

We turn toward this future standing on a firm foundation established by the five pillars of our Blueprint for Financial and Operational Success: the Patient Experience; Quality and Safety; People, Places and Technology; Strategy; and Financial Stability. With these pillars in mind, we have in 2019:

- + Offered patient-centered, state-of-the-art care.
- + Achieved new and recognized levels of quality and safety.
- + Reaped the benefits of upgrades in advanced electronic record-keeping and clinical technology.
- + Monetized our significant real estate assets and gained financial stability. For instance, the Maynard Building sale is finalized, and the faculty practices are moving to a beautiful, modern and exciting space at 86 St. Felix Street in 2020.
- + Started a \$25 million renovation of our Emergency Department.
- + Attracted new physicians in obstetrics, urology and surgery among many other disciplines.

But this, truly, is only the beginning. A foundation is meant to be built upon.

A BRIGHT FUTURE

This year, TBHC marks our 175th anniversary. 2019 brought us to this point where we stand ready to serve for the next 175 years. If Brooklyn were its own entity, our 2.6 million residents would comprise the fourth-largest city in the country. A community of that size, with its history, vibrancy and future, should expect nothing less than an independent, community-focused, forward-looking hospital on a new campus providing the kind of healthcare a modern, complex city requires.

Every member of the TBHC team is committed to making this vision a reality. Now, at this time, at this important turning point, we move forward.

LIZANNE FONTAINE
Chair of the Board of Trustees

GARY G. TERRINONI
President & Chief Executive Officer

THE BROOKLYN HOSPITAL

LOOKING *AHEAD*

IN 1839, 30 YEARS BEFORE THE BROOKLYN BRIDGE was completed, a random accident became the pebble in the pond that rippled into the hospital we know today. A visitor from out of town broke his leg in a wagon accident. There was no local hospital to treat him. Visionary civic leaders responded by founding what eventually became The Brooklyn Hospital Center in 1845.

Today, that 175-year-old story continues to unfold. We remain the only independent hospital in Downtown Brooklyn serving the borough. Our focus has been, is now and will always be the health of this borough we call home.

WE REMAIN
THE ONLY
independent
HOSPITAL
IN DOWNTOWN
BROOKLYN SERVING
THE BOROUGH.



In this 2019 Report to the Community, we will highlight the major achievements that have been years in the making. These milestones position us to look forward with confidence. They are a record of accomplishments in how our patients experience their time with us, the quality of care we provide, the execution of our campus master plan, the stability of our organization and, of course, the connection with our community.



Sherly Abraham, MD, and patient.

Brooklyn has changed so much throughout its storied history, and it is changing right now as anyone can see walking through Fort Greene/Downtown Brooklyn. Families with generational roots here welcome the just-arrived. Brooklyn is a vibrant place for neighbors old and new, all looking to keep their families healthy.



Patrick LeBlanc, MD, in the NICU.





Healthcare itself is at a turning point as the focus shifts to using state-of-the-art medicine and cutting-edge technology to foster wellness among those we serve in hopes of keeping them out of the hospital. Today's model is based on convenient, ambulatory care and focuses on staying healthy.

This is the future The Brooklyn Hospital Center turns to as we reimagine our place in a revitalized borough providing new models of care. Turn to the future with us in the pages that follow as we review all that has been accomplished in 2019, and all we prepare to do for the decades to come. ✦



A DRIVE TO *IMPROVE*

EVERY MORNING AT 8:30 AM SOMETHING AMAZING and impactful happens at The Brooklyn Hospital Center—senior managers and staff leaders from across the organization meet to review...everything!

They call it the Daily Safety Huddle. These leaders and decision-makers review every incident that happened the previous day at the hospital with a focus to identify opportunities for improvement. “From major issues to the most trivial one, we discuss it and resolve it,” says Executive Vice President and Chief Medical Officer Vasantha Kondamudi, MD. “It is a part of our commitment to being a high-reliability organization.”



Judy McLaughlin, DNP, MS, RN, and Sherine Azeez, RN.

**HEALTHCARE-
ASSOCIATED
INFECTIONS HAVE
DROPPED TO THEIR
lowest levels IN
THE HOSPITAL'S
HISTORY.**

BECOMING A HIGH-RELIABILITY ORGANIZATION

This commitment to high quality and continuous, sustainable improvement has been flourishing at the hospital for the past four years. As we turn to the future of TBHC, this commitment is making a difference. “Today, quality is part of our culture,” Dr. Kondamudi says. For instance, TBHC has recently seen healthcare-associated infections drop to their lowest levels in the hospital’s history, and the staff is able to sustain those results.

It goes back again to TBHC’s aim to be a high-reliability organization (HRO), which the U.S. Department of Health and Human Services defines as “organizations that operate in complex, high-hazard domains for extended periods without serious accidents or catastrophic failures.”

Patient feedback is another important tool to become an HRO. “We survey every patient upon discharge,” says Judy McLaughlin, DNP, Senior Vice President and Chief Nurse Executive. “Our patient experience scores have steadily gone up.” Much like the Daily Safety Huddle, the hospital staff reviews those surveys and a host of other quality-focused metrics to make improvements. It’s called PDSA: Plan, Do, Study, Act. As TBHC implements an improved process, results are measured, and actions are taken when the data calls for it.

Achieving HRO status requires leadership commitment, robust process improvement, a culture of safety and a preoccupation with failure. The Daily Safety Huddle and PDSA are proof positive TBHC is making this happen. As Dr. Kondamudi says, “We identify small failures and take action. We don’t wait for the bigger ones.”

EPIC: MORE THAN RECORD-KEEPING

The focus on experience, quality and safety takes place at every patient encounter—before they come in, while here and after they leave. With the Epic electronic medical record management system in place for TBHC’s ambulatory sites, patients receive a reminder before a scheduled appointment. We are rolling out a pilot that if patients fail to show within an hour, they are reminded and offered a future appointment. For those keeping their appointments, as soon as they finish, they receive a text survey and a reminder of their next scheduled appointment. “These steps are definitely decreasing the no-show rate,” Dr. McLaughlin says.

That being said, today’s healthcare is geared toward keeping people out of the hospital and treating problems as outpatient before they require hospitalization. Those TBHC patients signed up on Epic’s MyChart receive reminders when it’s time for a flu shot or when it’s time for an annual mammogram.

Even in the hospital, a program that uses the bedside TVs allows staff to survey patients in real time about care and service. Each floor features educational videos specific to that department. “All of this allows us to be more proactive in delivering and improving care,” Dr. McLaughlin says.





INITIATIVES AND COLLABORATIONS

It's not just the quality of care being improved, the breadth of care also is expanding. Building on the success of our cardiology partnership with Mount Sinai, TBHC is establishing other joint efforts with new partners, such as in oncology and cardiothoracic surgery.

And the care is improving by going deeper, too. In March, we established a Nurse Residency Program in collaboration with a grant from Vizient, a large healthcare performance improvement company. This program provides educational and emotional support to new nurses. Those who go through it become nursing professionals who enjoy and create a more collegial workplace and are more likely to stay with us.

This all adds up to cause for optimism. "I look ahead," Dr. Kondamudi says, "and I see nothing but good things." +



Vasantha Kondamudi, MD.

James Gasparino, MD.

THE “NEW” BROOKLYN HOSPITAL CENTER

AS THE BROOKLYN HOSPITAL CENTERS TURNS TO THE future in the quality and breadth of care it delivers, the facilities comprising the hospital campus and centers in the community are rapidly moving ahead as well. It's an important move, requiring not only a strategic master facilities plan keyed to 21st century healthcare, but also the financial stability to support and sustain it.

AS THE ONLY
HOSPITAL IN
THE DOWNTOWN
BROOKLYN AREA,
MAINTAINING
top-level
trauma care
IS A MUST.

The result will be state-of-the-art facilities attracting the people of today's rapidly changing Brooklyn and attracting physicians and specialists to expand what TBHC can do. We are turning to a future as The "New" Brooklyn Hospital Center.

"We had a vision, but it didn't happen overnight," says Lenny Singletary, Senior Vice President of External Affairs, Strategy and Marketing. "We stuck to the plan, trusted the process and we're starting to see the results."

THE MAYNARD BUILDING SALE

In every grand endeavor, there comes a turning point, the time in history when plans begin to become reality. Our turning point was the completion of this year's sale of the Maynard Building at 240 Willoughby Street, where most of our faculty practice offices have been located. We have worked toward it for years. Now, it's done. "The sale of Maynard is huge," says Robert Aulicino, Senior Vice President and Chief Operating Officer. "It gives us the resources to create a new image for The Brooklyn Hospital Center while continuing to serve our existing community."



The sale is the first major step in monetizing TBHC's real estate assets, buildings now outdated by changes in healthcare and patient expectations. The sale of Maynard and other properties will solidify the hospital's financial foundation and help fund the space we need today.

Maynard was originally a residential building converted to offices for physician practices. While it was suited to its need for years, the standards for ideal environments for outpatient care have changed. We must adapt to these standards; the Maynard building is no longer the best we can offer our community. The \$95 million sale enables physician practices in 2020 to move to six floors of a stunning, brand-new building at 86 St. Felix Street, just a block from the main hospital.



THE SALE OF THE MAYNARD BUILDING

AND OTHER PROPERTIES

WILL SOLIDIFY

THE HOSPITAL'S

financial foundation

AND HELP FUND

NEW SPACE

WE NEED TODAY.

NEW SPACE, MORE CARE

In 2019, we also broke ground on the expansion and renovation of our Emergency Department thanks in part to a \$25 million grant from the state of New York. As the only hospital in the Downtown Brooklyn area, maintaining top-level emergency care is a must.

Keep in mind the goal of 21st century healthcare is to help members of the community stay out of the Emergency Department and even the hospital itself. That's why in 2020, you'll see more ambulatory centers open, as well as a relocated Dialysis Center into a brand-new site on Myrtle Avenue. These additional sites will free up space for newly renovated offices in our main hospital for services such as Family Medicine.

"We're taking our first steps toward modernization of the hospital campus," says Mr. Aulicino. "We are bringing every aspect of this organization into the 21st century. Our vision is to present to the community a model of care consistent with their expectations."



EXPANDING VISION

In 2019, we have continued to grow our cardiac care, maintained our bariatric surgery service as a designated Center of Excellence, expanded orthopaedics, promoted a new chair of OB/GYN, and attracted a urologist physician group from another Brooklyn hospital. We are expanding our breast service and have added a breast surgeon. We're moving ahead to promote gynecological oncology and gastroenterology.

"As we transform into The 'New' Brooklyn Hospital Center, we are refining, revamping and renovating so we become best in class with the immediate benefit to the community," says Mr. Singletary. "Brooklyn is considered a 'top five city' in this country. We should have 'top five healthcare' here in the borough's downtown." +



Melanie Howell, MD, and bariatric patient.



FOUNDERS BALL 2019!

TYPICALLY, A TORRENTIAL DOWNPOUR ENCOURAGES PEOPLE TO STAY AT HOME. But it did not dampen the spirits of the 850 guests who braved heavy rains to support TBHC at the New York Marriott Brooklyn Bridge on October 16, 2019. “It’s routine to have a 10 percent no-show rate in good weather,” says Vice President and Chief Development Officer Deborah Niederhoffer. “We did better than that in terrible conditions. It really illustrates the enthusiasm in the community for TBHC.” The event, outstandingly chaired by Bob and Cynthia Knakal, raised more than \$1.4 million to support a variety of needs across the organization.

THE FOUNDERS BALL ALSO TURNS THE SPOTLIGHT ON DESERVING MEMBERS OF THE TBHC EXTENDED FAMILY. THIS YEAR’S HONOREES INCLUDED:

DINO J. VERONESE

Founders Medalist

Educated at what is now John Jay High School, Mr. Veronese graduated from Columbia University, joined Fiduciary Trust Company in 1974 and rose to the title of Managing Director until retiring in 2016. An avid philanthropist, he has served on the boards of Brooklyn Kindergarten Society, Brooklyn Community Services, Boston Symphony Orchestra at the Brooklyn Academy of Music, the Park Slope Civic Council (where he met his late wife Jean Lange) and the Brooklyn Historical Society, among many others. Mr. Veronese presently serves as Chairman of The Brooklyn Hospital Foundation and is a member of TBHC’s Board of Trustees.

THE HAMM FAMILY

Special Acknowledgement

Charles and Irene Hamm donated \$1 million to name the entrance to the new Emergency Department after Charles’ father, Frank Coleman Hamm, MD. Dr. Hamm served nearly 30 years at TBHC including as Chief of Urology. Charles Hamm served as a trustee from 1985 to 1999. TBHC recognized the Hamm Family for their invaluable service, expertise and generosity that strengthened the institution.

DHANAN J. ETWARU, MD

Walter E. Reed Medalist

After earning his medical degree from SUNY Stony Brook Medical Center in 1986, Dr. Etwaru completed his residency training in internal medicine at Winthrop University Hospital, followed by general surgery and urology at Kings County Hospital. He is double board certified in internal medicine and urology. He joined TBHC in 1995. Dr. Etwaru provides the latest in minimally invasive procedures including laparoscopic and robotic surgeries. He has been Chair of Urology for 12 years, and is the Program Director of the SUNY Downstate Urology Residency Program at TBHC.

LINUS M. YOE, MD

Walter E. Reed Medalist

A graduate of the Institute of Medicine in Yangon, Myanmar, Dr. Yoe spent five years as a medical officer there. After moving to the U.S., he received internal medicine training at TBHC. In 2005, he graduated and joined the Department of Medicine. Since 2006, he has served as Medical Clerkship Director. Dr. Yoe is now Associate Program Director and Chief of General Internal Medicine. He has been involved in the professional staff, including serving as President of the Professional Staff and Chair of the Medical Board from 2017 to 2018. He received his department’s Fribourg Teaching Award and Teacher of the Year Award in 2005 and 2011.

JOHN A. CATSIMATIDIS, JR.

Robert B. Catell Emerging Philanthropist

John A. Catsimatidis, Jr., is a Principal at the Red Apple Group, a conglomerate that owns and operates assets in the energy, real estate, finance, insurance and supermarket industries. In addition to his involvement in the operations of portfolio companies, Mr. Catsimatidis also leads the company’s investment team. A graduate of the New York University Stern School of Business, Catsimatidis earned a B.S. with concentrations in finance and management. NYU honored him with the President’s Service Award for distinguished service. He is involved in all of the philanthropic activities of the Catsimatidis Family Foundation.



1. TBHC Board Member David Schwartz of Slate Property Group; Robert B. Catell Emerging Philanthropist, John A. Catsimatidis, Jr.; TBHC President & CEO Gary Terrinoni; TBHC Board Chair Lizanne Fontaine; Brooklyn Borough President Eric L. Adams; SVP, External Affairs, Strategy & Marketing Lenny H. Singletary; Robert B. Catell, Chairman, Advanced Energy Research and Technology Center.
2. TBHC Board Chair Lizanne Fontaine with Founders Medalist Dino J. Veronese.
3. Walter E. Reed Medalist and Associate Program Director of Medicine Linus M. Yoe, MD (with daughter, Hillary) and Event Co-Chairs, Cynthia Knakal and Robert Knakal of JLL.
4. John Catsimatidis; Robert B. Catell Emerging Philanthropist John A. Catsimatidis, Jr.; Event Co-Chair Robert Knakal.
5. Sandy Etwaru and Walter E. Reed Medalist Dhanan J. Etwaru, MD, Chair of TBHC's Department of Urology.
6. Seated: Irene Hamm; Robert B. Catell; Charles Hamm. Standing: TBHC Board Secretary J. Barclay Collins, II.
7. Deirdre Quinn, Co-Founder and CEO, Lafayette 148 New York and TBHC Board Member; Deborah Niederhoffer, TBHF Vice President, with son, Noah; King Chong, Sr. Director of Global Relations, Lafayette 148 New York.
8. TBHC Board Chair Lizanne Fontaine; New York City Council Majority Leader Laurie A. Cumbo; Deputy Borough President Chaplain Ingrid P. Lewis-Martin.
9. TBHC Board Member Earl D. Weiner; TBHF Board Chair & Founders Medalist Dino J. Veronese; TBHF Board Co-Chairman and Chairman of Dental & Maxillofacial Surgery Harry Dym, DDS.
10. Jason Dow and podiatrists Olatunde Osofisan, DPM; Allyssa Knowles, DPM; and Podiatry Division Chief O. Joseph Falcone, DPM.
11. Guests betting it all at the popular casino!
12. TBHF Board Member and Neurosurgery Division Chief Anders J. Cohen, DO (third from left), striking a pose with friends and wife, Asha, in our themed photo booth.



THANKS TO *YOU!*

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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 OLD AND NEW, ALL
 LOOKING TO *keep their*
*families healthy.***

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